CECOM
INFORMATION MISSION AREA (IMA)
COMMERCIAL ACTIVITIES STUDY (A-76)

Directorate for Corporate Information

MANAGEMENT PLAN

(DAAB07-01-R-K801)

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1 Executive Summary

1.1 Background

In February 1999, the Army announced a Commercial Activities (CA) study of the Information Mission Area (IMA) functions performed at the Communications-Electronics Command (CECOM), Fort Monmouth, New Jersey. The study was conducted under the provisions of Office of Management and Budget (OMB) Circular A-76 (Revised), March 1996, as implemented by AR 5-20, Commercial Activities Program, and Department of Army (DA) PAM 5-20, Commercial Activities Guide.

The IMA functions at Fort Monmouth are primarily the responsibility of the CECOM Directorate for Corporate Information (DCI) and as such, the entire DCI organization was included in the study. However, there are instances where IMA functions are performed external to DCI and at the outset of the study these positions were also considered to be within the confines of the study. DCI's mission is to provide information management services not only to CECOM activities located at Fort Monmouth but also to CECOM activities at its worldwide locations as well as non-CECOM activities located on Fort Monmouth. DCI also provides integrated sustaining base information management services and support to the Communications-Electronics Command (CECOM) worldwide and Fort Monmouth resident activities. Information management services and support include general Information Technology (IT) management tasks, specific IT management functions within the CECOM and Fort Monmouth IT infrastructures, and associated administrative and support tasks.

A Management Study (MS) involving the IMA functions was conducted from October 1999 through November 2000. Functions under study were divided into two classes: contractible functions and the non-contractible/inherently governmental functions also referred to as government-in-nature (GIN) activities. Contractible functions, along with associated workload and performance standards, were documented in a Performance Work Statement (PWS) that was developed prior to completion of the MS. The MS resulted in a Most Efficient Organization (MEO) for performing the contractible services included in the PWS, and a "residual" organization (RO) to perform GIN functions/tasks. The RO will be responsible for monitoring MEO performance in the case of an in-house decision, or the contractor, in the case of a contract decision.

This document represents the MS report for the IMA CA study. It includes an analysis of the current organization, the justification to support the recommended changes and a description of the MEO and RO organizations and how they will operate. The MEO documented herein represents the Government's proposed organization and is fully capable of performing the scope of work and tasks described in the PWS and serves as the basis for the preparation of the In-House Cost Estimate (IHCE).

1.2 Purpose

The purpose of the MS study is to:

Determine and document the specific management improvements on which the most efficient and cost effective organizational structure is based.

Develop the most efficient and cost effective organization fully capable of performing the functions and provide the services described in the PWS, at the quality levels defined therein.

Develop the most efficient and cost effective organization fully capable of performing the GIN functions.

Provide the basis for the Deputy to the Commander, US Army CECOM to certify to Congress that the IHCE for the performance of Information Mission Area (IMA) services is based on an estimate of the most efficient and cost effective organization for the in-house operation.

1.3 Scope

The functions identified for study included all sustaining base information management services and support provided by the CECOM DCI to the CECOM activities not only located at Fort Monmouth but also to worldwide locations as well as other non-CECOM activities located on Fort Monmouth. Subject to this review were the following specific DCI functions: Systems Engineering and Installation of Communications Systems; Data Processing Services; Maintenance of Automatic Data Processing Equipment (ADPE); Systems Design, Development and Program Support; Administrative Support Services; Telecommunication Centers; Administrative Telephone Services; and Audio Visual and Visual Information Services. These functions are performed primarily by DCI government employees, however there are several instances where contractor personnel perform the workload. The contracted workload can be divided into two categories. The first category can be described as workload that is performed via contracts awarded to conduct those specific services/functions. The Audio Visual and Visual Information, Postal/Mail Services and Records Management functions were originally contracted out as part of an A-76 study conducted at Fort Monmouth in the early 1980's and will continue to be performed under the existing contract. The Administrative Telephone Services functions were also previously contracted via an A-76 study. The lack of government personnel with the knowledge and expertise to perform these functions, the criticality of the workload and the exceptional level of performance being provided by the current contractors, resulted in a decision to continue with the current procedure for the contracting of the Administrative Telephone Services functions. The maintenance of automatic data processing equipment functions are also currently provided by a contractor, however, this workload is included within the PWS. Contractor support for this effort is quantified in the IHCE only in terms of the dollar cost of contracts, and not in terms of numbers of contractor personnel. The second category of contracted workload can be described as staff augmentation services. These contracts provide services for skills that the Government does not have in-house. Examples include network engineering and systems administration. Workload for functions in these categories is also included in the PWS.

In addition to the specific DCI functions, those IMA functions performed by activities external to DCI include functions such as desktop computing, mid-tier server hardware and software, specialized application support, Network Operating Systems (NOS) operations, electronic messaging, IMA security, problem resolution, and data entry/retrieval/report generation.

The initial Commercial Activities Proposed Action Summary (CPAS) identified 232 civilian authorizations with 236 on-board to be included in the study. The CPAS numbers were formally revised to 245 authorized with 249 on board. However, as additional reviews of IMA workload being performed throughout the command were completed, it was determined that a total of 262.33 Full Time Equivalent (FTEs) were identified as performing IMA functions.

Within the organizations external to DCI the number of Full Time Equivalents (FTEs) was 44.23. Upon further analysis of the 44.23 FTE in these activities, it was determined that 32.93 FTEs were contractible and 11.3 FTEs were GIN. Of the 32.93 commercial FTEs, 17.35 FTEs were included in the PWS. The remaining 15.58 commercial FTE positions have been removed from the study population as a result of the reassignment of the individuals to other mission, non-IMA positions. Contractor personnel are now performing the IMA functions these individuals had been performing and this workload is not included within the PWS.

1.4 Study Methodology and Approach

The Commercial Activities (CA) process was originally guided by a team that included members from DCI and a support contractor, KPMG Consulting LLC. The CA Team also utilized, on a as required basis, the expertise of individuals with the breadth and depth of knowledge necessary to ensure qualified input in the key functional areas of operations, contracting, finance, information systems, legal, personnel, and the OMB Circular A-76 program. The CA Study Team was responsible for conducting the MS to include the development of the MEO as well as the RO. Development of the MEO was based on input from DCI employees and CA Study Team members. The goal

was to define an organizational structure that was more efficient, yet still capable of performing the workload with no decrease to the quality of service.
Development of the MEO was accomplished through compliance with requirements described in the PWS, including both services to be performed and associated performance standards. An integral part of the MEO development included interviews with DCI staff; an analysis of workload processes, personnel utilization, and skill/grade analysis; internal/external benchmarking; and facilitated, structured workshops where issues and analysis were brought together to formulate the MEO. Primary emphasis was given to reengineering the organization, identifying areas for process improvement, and cost reduction. DCI personnel were an integral part of the MEO development process.

The MEO was developed using the PWS workload, organizational structure and associated staff responsibility, work processes and procedures, and facility and equipment data. The organizational structure was reviewed to determine appropriate supervisory and administrative requirements as well as alternative alignments that would save resources. Work processes and procedures were reviewed to illuminate non-value added steps and other streamlining options that would reduce cycle time and save resources. Facilities and equipment were evaluated to determine adequacy, availability, and functionality.

To capture the full spectrum of work requirements, three (3) complementary analyses were performed. First, a bottom up review of key process improvements was conducted. This review included a MEO workshop with the CA Study Team and DCI functional experts in which a preliminary analysis of potential process improvements was conducted. Additionally, this workshop conducted an in-depth process improvement effort in which MEO team members developed specific process improvement solutions with DCI functional experts. Second, a top down analysis was used to develop a MEO Concept of Operations. Commercial best practices and IT business process initiatives were researched to identify potential MEO solutions. Additionally, both functional and process orientations were analyzed in determining the MEO solution. And third, a thorough workload analysis was conducted to validate FTE savings based on key process improvements.

2 Current Operations

2.1 Mission

The Directorate for Corporate Information (DCI) is located on Fort Monmouth, New Jersey and falls under the operational direction of US Army Communications and Electronics Command (CECOM). DCI's mission is to plan, develop, coordinate and integrate the command's information requirements and supporting information architecture; to serve as the CECOM Commander's principal advisor on matters pertaining to information mission areas (IMA); to provide overall management over contract personnel performing IMA functions to provide services in the areas of automation operations, telecommunications, records management, library, visual information, and publication services; and to process Freedom of Information Act (FOIA) requests within the command and the Fort Monmouth community.

2.2 Organizational Structure

DCI is comprised of the Director's Office and three (3) divisions: Business Management Division (BMD), Business Systems Integration Division (BSID), and Telecommunications and Operations Division (TCOD). The current organization is functionally oriented; that is, similar functions are grouped together. In addition to the government work force, the organization utilizes approximately 21 man-years of contractor effort. The organization is shown graphically in the following figure:

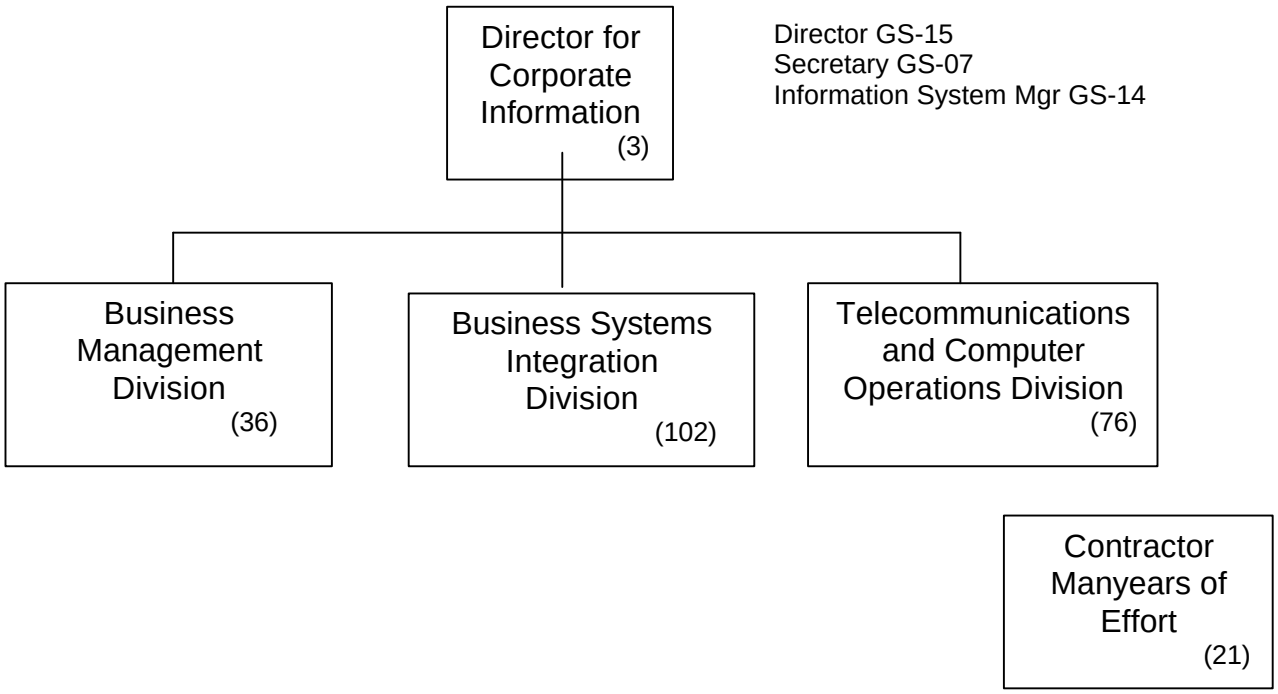

Figure 1: Current DCI Organizational Structure

2.3 Discussion of Current Organization

DCI provides sustaining base information management services and support to CECOM worldwide and Fort Monmouth-resident activities. BMD provides resource management, contract administration, and information services. BSID provides systems development, operations and maintenance, and on-site support for applications and mid-tier servers. TCOD oversees operations and maintenance of data and voice networks, and mainframe systems. The detailed functions performed by these divisions are provided at Attachment A (Baseline Organization Functions). The specific missions and organizational structure of each of the divisions within DCI are outlined in the following paragraphs.

2.3.1 Business Management Division

2.3.1.1 Mission

The mission of the Business Management Division is to plan, program, and budget financial resources that clearly articulate the command requirements to meet the approved architecture of the 21st century; to assist DCI executives in the management of directorate human and financial resources; to provide administrative support to the entire DCI workforce; to provide the Fort Monmouth community with a means of completing their mission effectively and efficiently through the use of information services in the areas of visual information (to include video teleconferencing), technical libraries, records management, and printing and publication services. The division is shown graphically along with number and types of positions in the figure below:

2.3.1.2 Organization Chart

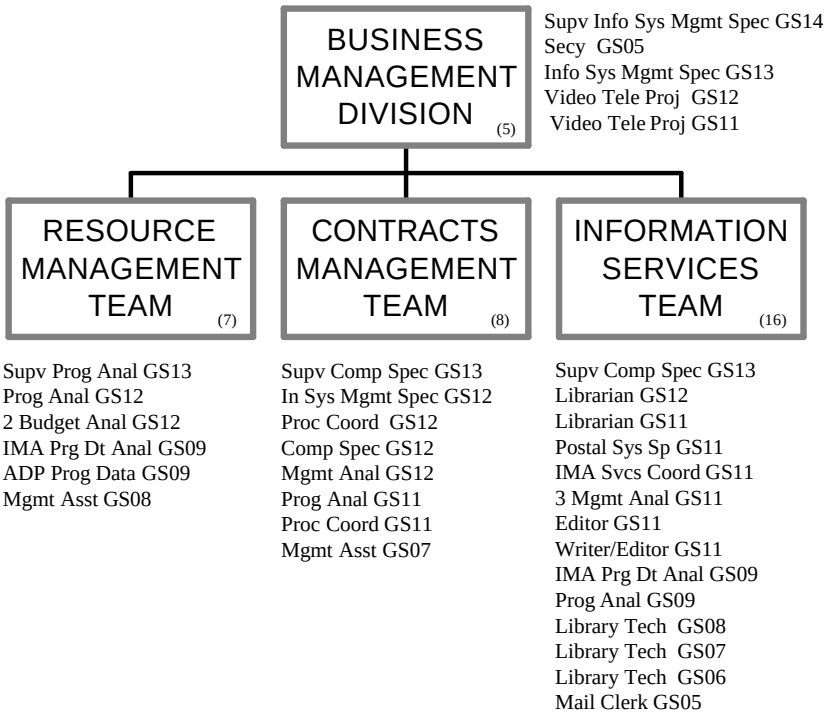

Figure 2: Business Management Division Organization Chart

2.3.2 Business Systems Integration Division

2.3.2.1 Mission

In partnership with the CECOM and Fort Monmouth community, establish a common enterprise IT architecture, engineer and implement IT solutions to automate and assist organizations to exploit technology, improve business processes and achieve mission efficiencies, manage, operate and maintain the command's electronic messaging systems (Exchange & Defense Messaging System (DMS)), provide on-site command group support, centralized help desk services, desktop computing, and network operating system (NOS) support to include file and print services. The division is shown graphically along with number and types of positions in the figure below:

2.3.2.2 Organization Chart

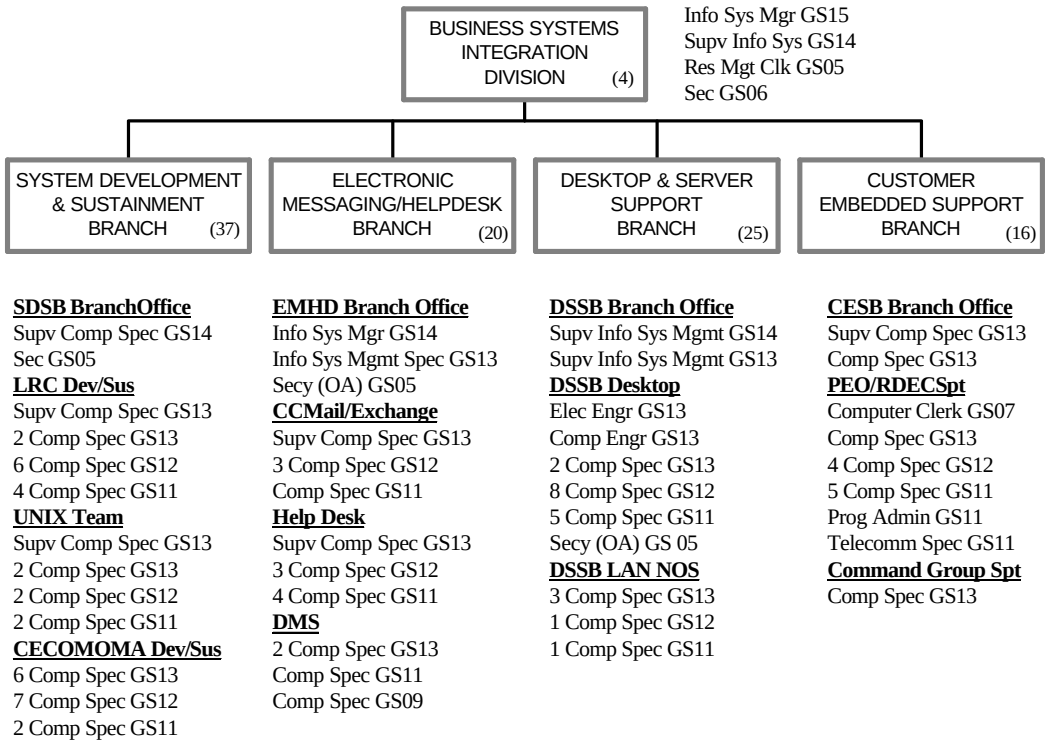

Figure 3: Business Systems Integration Division Organization Chart

2.3.3 Telecommunications and Computer Operations Division

2.3.3.1 Mission

The mission of the Telecommunications and Computer Operations Division is to direct, schedule, control, maintain, and manage Army Materiel Command (AMC) operations of automatic data processing equipment (ADPE) and installation base communications (BASE-COM) facilities to include Telecommunications Center (TCC) and Network Control Center (NCC), as well as plan and implement future equipment and site requirements for unique standard IMA systems configurations in support of Fort Monmouth. The division is shown graphically along with number and types of positions in the figure below:

2.3.3.2 Organization Chart

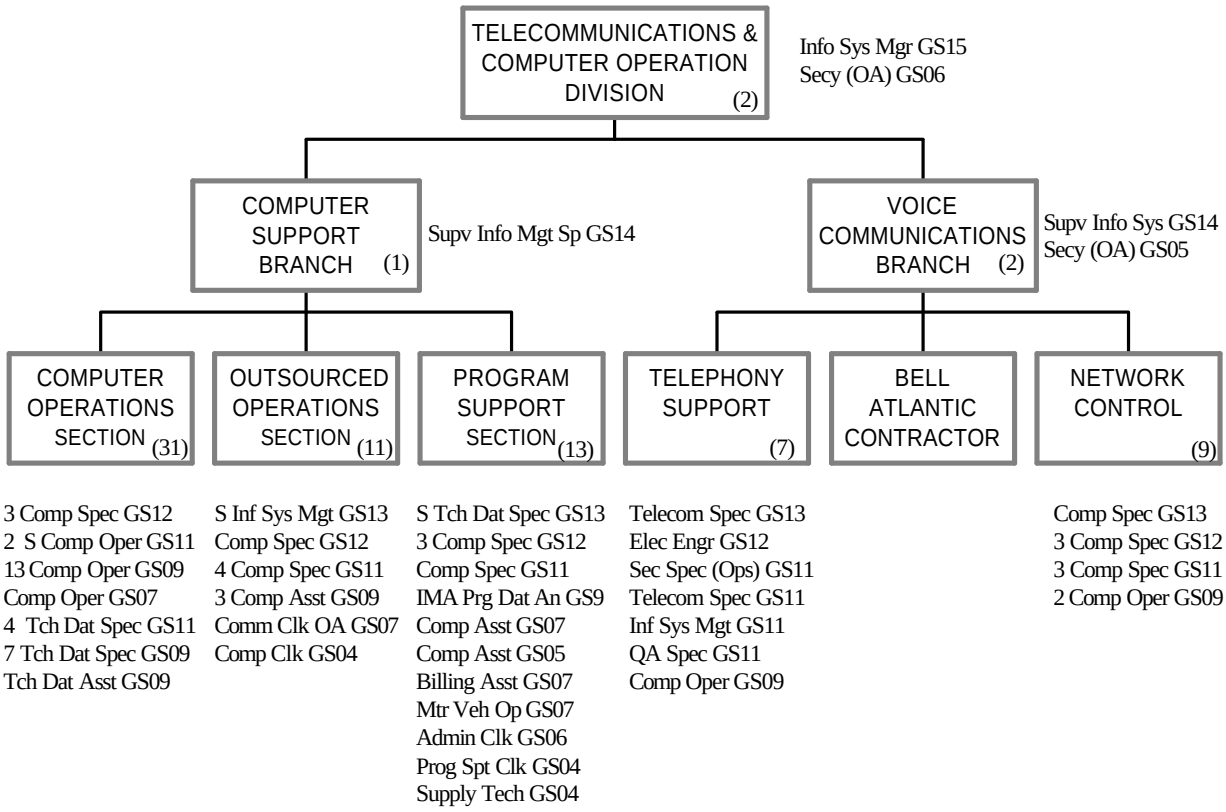

Figure 4: Telecommunications and Computer Operations Division Organization Chart

2.4 Operating Procedures

DCI has instituted operating procedures, both formally and informally, that govern the processes by which the above functions are accomplished. Key personnel within the organization have developed flow charts that graphically portray these operating procedures. The flow charts of these processes can be found at Attachment B (Process Flowcharts for As-Is-Organization).

2.5 Workload

The workload of the organization is divided between the three (3) divisions according to function. Each of the functions performed within the DCI has been identified to the division where it is currently being performed. Now that the MEO and the RO have been developed, these functions can be tracked to the MEO, the RO, an organization outside of DCI, or an eliminated function. A table depicting the tracking of these functions can be found at Attachment C (Baseline Functions Cross Referenced to MEO/RO Organizations).

The total DCI commercial workload has also been set forth within the PWS. A spreadsheet has been developed that identifies each of the PWS outputs, the frequency of occurrence and the specific times to complete one output. The spreadsheet can be found at Attachment F (PWS Measurement Worksheets). The analysis of this information validates the personnel numbers as well as the skill sets or job series within each of the MEO divisions.

2.6 Study Population

At the time the CECOM IMA study was announced, there were a total of 217 FTEs within DCI. An analysis of the work being performed by the individuals in each of the positions was conducted to determine what portion of the work was Government-in-Nature (GIN) and what portion was commercial. As a result of this analysis, it was determined that there were 191.25 contractible or commercial FTEs and 25.75 were GIN FTEs. These numbers do not, however, include the 21 contractors performing workload that is included in the PWS.

Additionally, reviews of IMA workload in organizations external to DCI were conducted and it was determined that at that time a total of 60 individuals were in some capacity performing IMA functions. However, this number equated to only 44.23 FTEs. Further analysis concluded that of the 44.23 FTEs, 32.93 FTEs were commercial and 11.3 FTEs were GIN. Of the 32.93 commercial FTEs, 17.35 FTEs were included in the PWS. The remaining 15.58 commercial FTE positions have been removed from the study population as a result of the reassignment of the individuals to other mission, non-IMA positions. Contractor personnel are now performing the IMA functions these individuals had been performing and this workload is not included within the PWS.

Division	Commercial FTEs	GIN FTEs	FTEs No Longer In Study	Total
Front Office	1.00	2.00	0.00	3.00
Bus. Mgmt. Div.	15.75	20.25	0.00	36.00
Bus. Syst. Int. Div.	101.50	00.50	0.00	102.00
Tel. & Comp. Ops. Div.	73.00	3.00	0.00	76.00
Sub-Total	**191.25**	**25.75**	**0.00**	**217.00**
External Agencies	17.35	11.30	15.58	44.23
Total	**208.60**	**37.05**	**15.58**	**261.23**

Figure 5: Total FTEs Under Study

2.7 Equipment

Equipment currently used by DCI is listed in Technical Exhibits (TE) section of the PWS - TE-4B (Government Furnished Property – Equipment) and TE-42 (Software List), as well as TE-4C (Government Furnished Supplies and Materials/Spare Parts for Repair and Maintenance). Listed equipment will be provided to the service provider as Government Furnished Equipment (GFE) and is fully operational and sufficient to accomplish PWS tasks. The workforce is thoroughly familiar with all equipment operational requirements and procedures. Use of this equipment is not universally mandatory; however, much of the hardware and software are part of standard suites, the use of which is recommended by the Army Materiel Command (AMC) Common Operating Environment (COE) for the purposes of standardization and interoperability.

2.8 Facilities

Facilities currently used by DCI are listed in TE-4A of the PWS, and will be provided for use by the service provider as Government Furnished Facilities (GFF). The combined availability of current DCI facilities provides adequate office space, services, storage space, utilities, etc. necessary for effective performance of PWS tasks. Facilities are free of defects that would inhibit performance. Use of these facilities is mandatory for the period of performance of this contract.

2.9 Material and Supplies

The services that DCI is tasked with providing require an extensive array of materials. DCI is only responsible for providing supplies and materials required for its normal daily operations of its own computer equipment as well as for those supplies and materials needed/consumed in the direct provision of services it provides to its customers. However, DCI is not responsible for providing supplies and/or materials required for the day to day operations of its customer’s computer equipment.

3 Rationale for Change

This section will provide an overview of how the current operations were analyzed to determine the opportunities for improvement. The steps that were taken to develop the DCI MEO followed the commercial activity study methodology that first defines the "as-is" organization by performing a top down and bottom up review while assessing all aspects of the PWS. The MEO Team analyzed the "as-is" organization for process improvements and then compared each functional area with benchmark and industry best practice data to provide a foundation for consolidating similar operations from different functional areas.

The MEO Team analyzed current DCI operations in-depth. Selected key processes were examined and mapped. Sample process maps describing some of these key processes are include at Attachment B (Process Flowcharts for As-Is-Organization).

Process analysis showed that many of the existing DCI services overlap and thus there is process and task redundancy. For example, every functional area provides problem resolution service pertaining to their functional area. Each functional area troubleshoots service calls, regardless of the priority or technical nature of the problem. The MEO Team decided that problem resolution could be improved by establishing a tiered system and by routing trouble calls through a centralized help desk. The tiered system will be implemented through a centralized help desk that will provide a triage service to resolve problems at the lowest level with the minimal required skills. The help desk will decide when situations warrant higher level skills. This provides for a more efficient assignment of workload by matching skills to requirements, and without reducing the quality of service to the DCI customer base.

Analysis also revealed that the scope of work of many of the DCI functional areas has grown out of new requirements which were absorbed into the organization without rigorous analysis to match workload to skills and/or organizational structure. Over time, this has resulted in redundant expenditure of effort throughout the organization, misalignment of workload, and overall inefficiency. The MEO Team restructured the organization to create more cohesive functional areas of responsibility and to align workload to maximize personnel utilization by matching work requirements to skills assigned to each functional area.

The MEO Team and DCI staff engaged in eight (8) complementary activities to assess opportunities for improvement within the DCI functional organization, analyze the processes currently being used to satisfy the requirements in the PWS, and to jointly develop the new MEO.

3.1 Activity 1: Workload Collection

DCI underwent a massive data collection effort during the four (4) month period between June 1999 and September 1999. The purpose was to capture workload, outputs and the time it took to perform tasks. At the time of the announcement of the Commercial Activities study in February 1999, DCI had no standard method established for capturing workload measurement.

The process began with the interview of each unit within DCI to document processes, functions and tasks. Workload collection sheets were developed for each unit that represented the specific functions/tasks of the unit.

This effort, done before the creation of the PWS and the PWS outputs, did not easily cross reference to measurement times for the eventual PWS outputs. The workload collection sheets had the means for individuals to document outputs, but at the time of collection specific PWS outputs had not been developed for reference.

The most important outcome of the collection effort was the focusing of all levels of the organization on the need to perform detailed evaluation of DCI’s tasks and outputs. Some of the workload data could be correlated directly to outputs, but usually the output measurement times eventually had to be estimated. The understanding of the data gained in this effort was extremely valuable to the key employees involved in the MEO workshops. Also during the measurement workshops, the estimates of Subject Matter Experts (SMEs) had a solid base for accuracy.

3.2 Activity 2: MEO Workshop Overview

The first part of the bottom up review took place during a two (2) day MEO workshop held on 20-21 October 1999. The MEO team and key DCI personnel from across the organization participated in the workshop. The first day was spent providing an overview of the theory and objectives of the MEO development process, as well as the various components and required products. The second day of the workshop was spent analyzing the functional organization and processes to identify opportunities for improvement. The group reviewed the individual sections within the PWS to identify those functions considered to be candidates for improvement, as well as those functions considered to be organizational strengths. Each function was identified as a strength or an area for improvement based on group consensus.

The group analyzed functions that were identified as strengths to identify potential process improvements and anticipated savings, if any, in those areas as well. The consensus reached in this analysis was that these functions were currently satisfactory and little savings could be realized through process improvement. The exceptions were technical advising and telecommunications, where improvements in the problem resolution area could produce resulting improvements in these two areas as well.

The group also looked at functions in which workload and resources were not properly matched (e.g., workload for eight (8) people, but 10 people assigned to the function – two (2) excess people that could be used to augment another area with fewer people than demanded by workload).

3.3 Activity 3: MEO Concept of Operations Discussions

Experts in IT-related commercial best practices and business processes met with DCI leadership to discuss concepts of operation for the MEO. This discussion summarizes the results of the top down analysis. The group reviewed the two major orientations of an organization (functional and process); requirements, advantages, and disadvantages of each; and how each orientation, or a combination of the two, might be implemented in terms of the organizational structure of the MEO.

The group then reviewed an analysis of the current functionally oriented, DCI organizational structure prepared by the MEO Team. Currently, DCI is oriented functionally to clearly delineate responsibility and to easily integrate new functional responsibilities as the IT infrastructure changes. DCI leadership believed that consolidating all aspects of a particular function within one (1) division minimizes responsibility and accountability issues and provides benefits by having single points of contact. Second, DCI leadership believed that a functional orientation eases integration of new technologies and their associated functions into existing missions. The group noted that although many new functions have been integrated over time, the current DCI functional orientation did not take advantage of the most logical breakdown of functions. Analysis of the current DCI organizational structure revealed a heavy management load on the organization, with nearly a 1:8 ratio between managers and workers, which is well short of the Government Performance and Results Act (GPRA) goal for government organizations of 1:15.

Next, the CA Team was provided a process-oriented, DCI-customized MEO organizational structure for review, shown in Figure 6, that incorporated leading industry best practices for IT organizations. Efficiencies to be gained by such a MEO were discussed, and the initial mapping of functions from the current organization to the MEO were demonstrated. This exercise demonstrated the feasibility of reengineering toward a process-oriented MEO organizational structure, and the benefits to be gained by doing so. The group also reviewed general IT position descriptions based on a process-oriented alignment of workload, comparable to those in DCI, and their expected salary ranges for the New Jersey area. The DCI leadership expressed interest in this process-oriented structure, but had reservations especially about potential responsibility and accountability issues.

The discussion resulted in a greater understanding on the part of DCI leadership of recommendations for the MEO. The MEO Team, in turn, gained a greater understanding of the concerns of the DCI leadership with respect to reorganization and potential impacts on daily operations. The conclusions of this discussion allowed the MEO Team to better focus its efforts in the upcoming process improvement interviews.

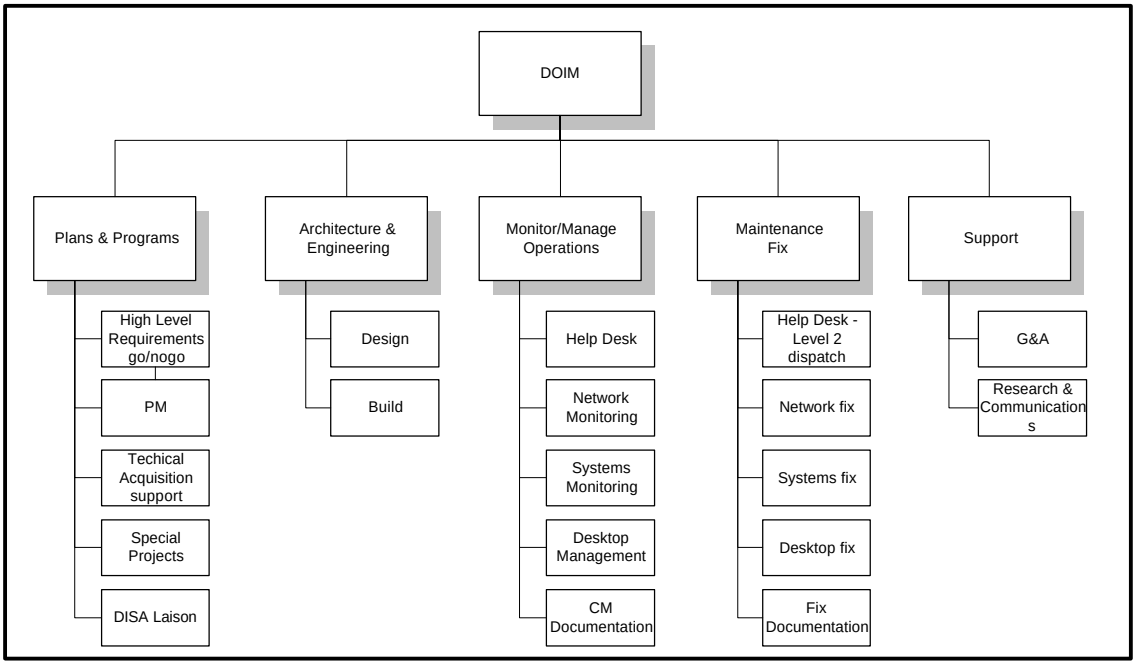

Figure 6: Process Oriented, Industry Based MEO

DCI leadership used the process-oriented MEO organization structure as the basis for developing an alternative proposal. The alternate structure was a hybrid between the process-oriented and function-oriented examples discussed earlier. The alternate organizational structure proposed five (5) major areas, and DCI leadership provided a high-level explanation of the proposed scope of each.

The process-oriented structure was incorporated by designating one (1) area responsible for the operation of systems and another area responsible for the maintenance of systems. Doing so consolidated the operations of all systems into a single area, while maintenance and problem resolution functions for those systems were consolidated into another single area.

The functionally oriented structure was incorporated first by separating mainframe support into a stand-alone division. DCI leadership felt it was logical to keep mainframe support separate because the services and required skills are unique, but also in order to facilitate an expected transition of this function to Defense Information Systems Agency (DISA) (although it is not now certain exactly when transition to DISA will occur). DCI leadership also favored incorporating network operations under telecommunications; consolidating all applications development and sustainment under a systems integration alignment; and consolidating internal administrative support functions. The proposed organizational structure is shown in Figure 7.

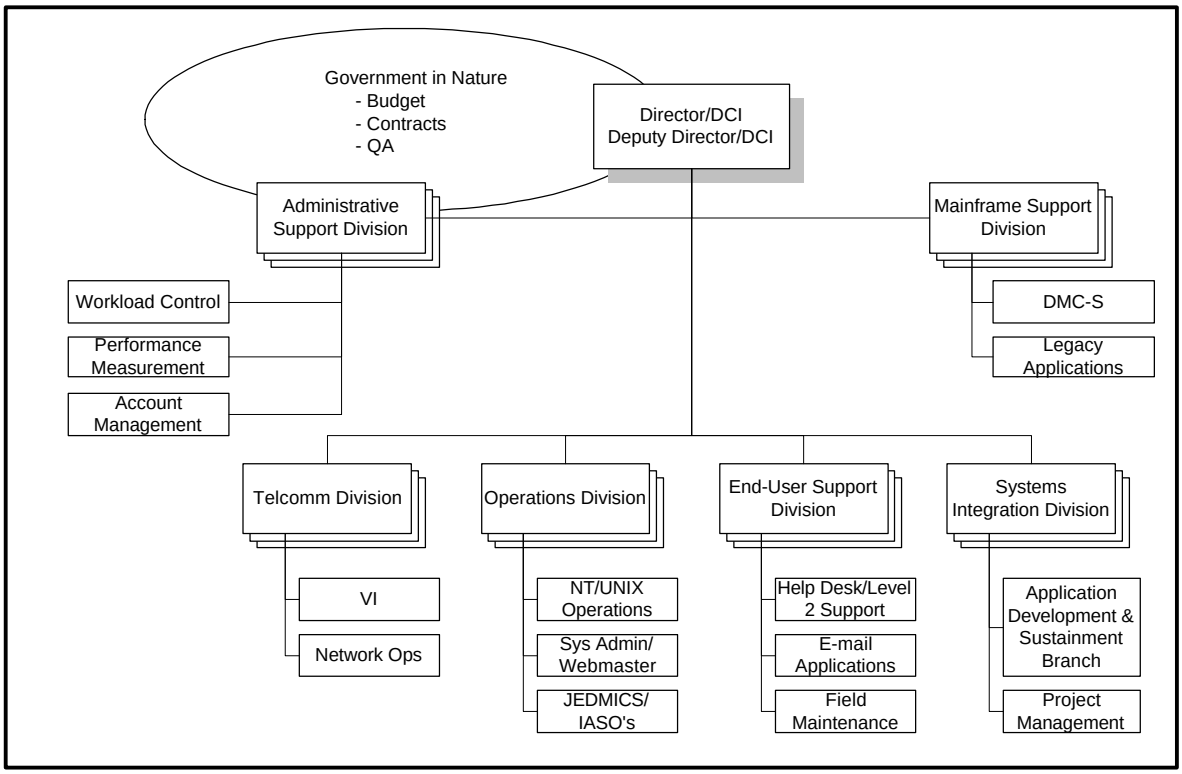

Figure 7: Proposed MEO Organizational Structure

Two (2) new types of positions were also proposed. The first of these is the Account Manager, part of the administrative support area. Account managers are intended to provide a liaison between the customer and the MEO. They will manage customer expectations, approve customer requirements, and control customer workload being passed to the areas in the MEO. Account managers are expected to improve customer relations and increase customer satisfaction through their one-to-one relationships with their designated customers.

The second position is the Project Manager, part of the systems integration area. Project managers are intended to facilitate and manage the accomplishment of projects by the MEO. They will receive approved requirements, develop project management plans, assign projects to the appropriate areas within the MEO, and provide oversight on cross-functional projects. Project managers are expected to improve the efficiency of projects and ensure they are accomplished in accordance with customer requirements.

Both of these positions are discussed in more detail in Section 4 under Functional Changes.

3.4 Activity 4: Process Improvement Interviews

The MEO Team led sessions with small groups of DCI functional experts to discuss specific process improvement ideas pertaining to each functional area. The MEO team mapped processes associated with services determined to be significant. Determinations of “significant” were based on resource usage (e.g., labor intensive), cost, lengthy cycle times, and potential for improvement/change. Process maps were used in the context of the sessions to confirm existing processes and to more readily identify areas for improvement, such as excessive internal control steps and duplicate efforts across the organization in support of a single function. Functional process improvement areas were discussed in detail. The MEO team discussed information on the current number of equivalent FTEs assigned to the process, the detailed flow of the process, a description of the process improvement, the projected number of FTE savings once the new process is implemented, and any expected skill requirements or cost-bearing tools that would be required to implement the new process.

The MEO Team organized the information collected during the process improvement sessions to guide the design of a strawman MEO, which included projected FTE savings from implementing recommended process improvements and organizational restructuring from process consolidations. The strawman MEO was used as the basis for discussions in Activity 4.

3.5 Activity 5: MEO Development Workshops

The MEO development workshops took place between 8 February and 11 April 2000. This activity consisted of six (6) workshops that followed the divisions of the MEO strawman organization. Key organizational personnel, the MEO team and higher management attended each workshop. Each workshop had knowledgeable personnel participating from DCI areas other than the one being analyzed. This assured an organizational viewpoint was present in each workshop and not just the specialized parochial viewpoint of each area. The personnel in the workshops had participated in the initial MEO workshop and the process improvement interviews.

The workshops were conducted in the following order:

Operations	Feb 8 to Feb 22
System Integration	Mar 1 to Mar 8
Business Management Support	Mar 9 to Mar 15
Defense Mega Center (DMC)/Mainframe	Mar 16 to Mar 20
Telecommunications	Mar 22 to Mar 24
End User	Mar 27 to Apr 11

The workshop goal was to build the best organization possible and understand how "technically" the MEO organization will work. A primary consideration was to ensure the types and numbers of personnel determined for the MEO are capable of performing the work in the PWS.

The workshop process determined the requirements and positions for DCI's optimum organization. Necessary information was determined to document the MEO organization, its roles and interfaces, as well as the means to transition from the present organization to the MEO concept. An Interaction Roles and Responsibilities Document (IRRD) was developed to track the interaction of all parts of the MEO organization for each output in the PWS (Attachment D). Provided in the TPP is a table showing each PWS output and the MEO organizational unit with the primary responsibility for the output. The summary worksheet lists were the organization's first cut at determining the MEO structure and personnel counts.

There were five (5) phases to each workshop:

- Phase 1: Initially a review of the PWS outputs was performed by workshop participants to determine primary roles and responsibilities as well as secondary relationships. Each of the following workshops would discuss paragraphs from their viewpoints, sometimes adding to or changing the primary and secondary responsibilities.
- Phase 2: A discussion was held to determine relationship between groups of outputs. This included the requirements and expectations for the personnel involved with each output. The interactions, roles and responsibilities between groups and personnel were documented in the IRRD.
- Phase 3: Workshop participants determined the types of positions required and the skill levels necessary to fill these positions. Each group reviewed paragraphs for which they had a primary or secondary role. Each group reviewed all paragraphs, which they owned or had an interface with, to determine types of personnel and the number of FTEs required.
- Phase 4: Each group determined the skill sets required for development of position descriptions. The cumulative FTE requirements for each paragraph were accumulated and checked to determine if there were overlapping economies that could be eliminated or consolidated.
- Phase 5: Each workshop group was required to take the outputs for which they had designated either the primary or secondary role in producing and perform a technical estimate of output production time.

A final outcome of the workshops was a FTE Summary Worksheet that described the number of FTEs, position types, grade levels and skill sets for each group. These elements were summarized by major function within the organizational group. At the end of each workshop management compared the results of the workshops against independent bench marking studies which used the DCI PWS. In all six (6) workshops the results were remarkably close in final FTE numbers.

3.6 Activity 6: MEO Measurement Workshops

Two separate MEO measurement processes took place at different times. The initial process took place in April 2000 following the MEO workshops. The second was a revalidation that took place in December 2000 after the completion of the PWS reviews and updates.

The initial MEO measurement workshops took place between 18 April and 24 April 2000. This activity consisted of six (6) one-day workshops and included personnel that participated in the MEO Development Workshops. The measurement workshop's purpose was to estimate a Per Accomplishment Time (PAT) for each occurrence of PWS outputs. Every output was measured, reviewed, analyzed and adjusted, if appropriate. Each MEO measurement workshop then bumped their measurement results, by major function, against the development workshop FTE estimate. The purpose of this exercise was to validate that all work was captured or to identify possible overstated or understated requirements.

For each primary and secondary output associated with a workshop group, a responsible individual was assigned. This individual was responsible for determining or estimating the output PAT for their assigned outputs. This sometimes required coordination with several different areas within the work group to determine the total accomplishment time. The measurement sheets were completed according to the way business will be done in the MEO structure (in accordance with PWS taskings). If an individual was unable to identify a PAT because of variances with accomplishment time, an Optimistic/Most Likely/Pessimistic formula was used to determine an average accomplishment time.

The individual results were forwarded to the MEO Team for review and consolidation. The FTEs determined by PATs were combined by major functions.

During the workshop results of the measurement sheets were analyzed, some exceptions validated and refined, and the totals compared to FTE counts from the development workshops. The final result was a crosswalk (FTE counts by major function) between results of the MEO Development Workshops and the MEO measurement sheets. At the conclusion of the measurement review, all workshop FTE estimates were in close approximation of measurement results.

In December 2000, after the PWS was finalized, the measurement effort was revisited. New outputs (e.g. Information Assurance, Enterprise Management System, Command Group Domain), deleted outputs (e.g. Postal, Records Management) and changes to outputs/frequencies were reviewed and measurement times and FTE estimates established/changed. This major effort needed to be closely cross-checked to the original spreadsheets because of the nature of the changing Excel formulas. Attached are the finalized PWS measurement worksheets and the measurement summary - Attachment F (PWS Measurement Worksheets) and Attachment G (PWS Measurement Worksheet Summary). Also included at Attachment I (PWS Measurement Worksheet Field Explanations) is the explanation by field of the measurement worksheets.

Although changes in the PWS and outputs occurred subsequent to completion of the MEO workshops, the nature of the changes fit clearly into the MEO organization and no changes in the MEO structure were made after the workshops.

3.7 Activity 7: Overall Position Description

In the MEO workshops, subject matter experts determined that successful completion of the PWS work processes would require position descriptions with combinations of skills that did not exist in the position descriptions of the current organization. Workshop participants, after identifying the work processes and their associated outputs, determined both the combinations of skills and numbers of personnel by job title and grade required to perform the MEO functions. In the case of the MEO, no existing DCI job descriptions were suitable for the MEO. Position Descriptions were written by DCI management personnel and these positions were reviewed by the CECOM Deputy Chief of Staff for Personnel (DCSPER) and approved by the Northeast Region Civilian Personnel Operations Center (CPOC).

The DCI Director and Division Chiefs analyzed the functions of the RO against the existing position descriptions of personnel performing these functions in the current organization. Of these positions, four position descriptions were determined directly transferable to the RO. These position descriptions apply to five jobs in the RO: two GS-560-12 Budget Analysts, one GS-1001-12 Video Teleconferencing Production Specialist, one GS-301-7 IMA Services Specialist, and one GS-391-13 Telecommunications Specialist. For all other RO positions, DCI management personnel wrote position descriptions and the CECOM DCSPER and the Northeast Region CPOC reviewed these positions.

A summary of the new position descriptions is provided at Attachment J (Summary Position Descriptions).

3.8 Activity 8: DCI Management Review and Approval of MEO

The Director of DCI developed a high level strawman organizational structure for the MEO at the start of the MEO development process. The only persons authorized to see the strawman MEO structure and follow-on iterations of this structure were senior DCI management. Senior DCI management included the DCI Director and the three (3) DCI Division Chiefs. The Director's strawman MEO structure was the starting point for all discussions for arriving at the ultimate MEO organization.

The strawman structure was first discussed between the Director and Division Chiefs, consensus was reached, and the initial strawman modified. The structure was next benchmarked against alternate organizational models provided by two commercial contractors, the Gartner Group and KPMG. Both KPMG and Gartner recommended that the MEO organization contain a Program Management structure to better manage and track the progress of major projects, as well as provide a focal point on the status and tracking of these programs with regard to cost, performance and schedule. Recognizing that this was a deficiency in the current DCI organization, DCI embraced the PM concept proposed in both benchmarks and incorporated it into the final MEO structure. Once the MEO structure was defined, DCI management assigned all PWS requirements to appropriate blocks of the structure. DCI management next turned to defining the manpower requirements needed to staff the proposed organization.

The process used to define the MEO manpower required to complete the requirements specified in the PWS was left to DCI Subject Matter Experts (SMEs). Different SMEs met during a series of workshops held February-April 2000. Each workshop was given a block of the MEO organizational structure and tasked to develop the staffing requirements to support that portion of the structure. During the workshops PWS outputs previously assigned to the structure were analyzed to determine the time needed to complete the task and the level of difficulty or skill levels needed to complete the work. From this analysis, manpower and grade levels were defined. Senior DCI managers attended these sessions so that they could understand the rationale behind the decisions made by the SMEs during each of the workshops. No single group of SMEs was given access to the entire MEO organizational structure. The senior DCI management official attending any particular workshop reported back to the other managers to discuss the rationale behind the manpower levels

In order to prove the validity of the newly developed MEO organization, DCI management used a two-phase approach to benchmark the package.

First DCI management turned to the Gartner Group to help in this area. After the CA team had finished their initial work on the PWS, it was turned over to the Gartner Group to independently develop an organizational

structure and manpower table that industry felt would be adequate to complete the work specified in the PWS. The proposed Gartner Group structure and manpower tables were then compared to the DCI developed MEO organization. This effort proved fruitful in several ways in that it helped DCI management check the validity of both the PWS and MEO.

When gross disparities were noted between the Gartner Group and DCI proposed structures, DCI management went about looking at both the amount of work specified in the PWS and the manpower specified in the MEO. There were several instances where the MEO's manpower requirements were significantly higher than Gartner's. In several of these instances DCI management found that the outputs specified in the PWS did not adequately describe the actual workload needed to complete the requirement. In these cases, the PWS outputs were revised to accurately reflect the actual workload, and the PWS was again resubmitted to Gartner for analysis. After their analysis a revised structure was delivered and DCI management found that there was a close correlation between the two proposed structures. Conversely, DCI management found instances where the workload specified in the PWS revealed the need for significantly lower staffing than the Gartner independent analysis. After analysis, DCI management found areas where the MEO structure had specified insufficient manpower to complete the work specified in the PWS. Here, DCI management plused-up the proposed MEO organization to align it with the workload requirements. There were many more instances where manpower disparities existed. After analysis by DCI management, valid reasons were identified to explain the differences. For these cases, nothing was changed. During the second benchmarking phase, the same scenario was run with the Commercial Activity support contractor, KPMG.

It should be noted that DCI management completed the standard cross-correlation between the final MEO manpower numbers and the management document workload matrix to validate that the proposed MEO had sufficient man-hours available to complete the work specified in the PWS.

As has been explained DCI management was fully involved with all aspects of the MEO development. The Director for Corporate Information fully concurred in the MEO package and briefed the package to the Command certifying official.

4 Recommendations

4.1 Functional Changes

4.1.1 Management/Process Improvements

The MEO Team analyzed improvement recommendations collected from MEO workshops and the process improvement interviews. This revealed that key efficiencies could be obtained by redefining processes, organizational structure, and/or resources in several areas. The following sections discuss each of the key functional areas in detail, describing the current operations and how they can be changed to provide greater efficiency. Two (2) new types of positions will exist in the MEO that do not exist today. These positions reflect a key change in providing IMA services from what exists currently.

4.1.1.1 Account Managers

One (1) new position is that of account manager, the primary purpose of which is to provide a single interface to customers. Account managers will manage the expectations of customer groups, including providing a marketing function to help inform customers of DCI services, products, and options for technology solutions. Another function of account managers will be control, routing, and tracking of workload associated with providing services to their customers, thereby facilitating better control of DCI workload while enhancing customer service. A key aspect of the workload monitoring function involves realigning functions presently being performed by technical personnel to account managers, allowing technical personnel to concentrate on their technical areas. This includes areas such as preparing briefing presentations, responding to data calls, attending customer requirements meetings, monitoring workload performance standards, analyzing customer requirements to determine priorities, marketing DCI capabilities, negotiating Memorandum of Agreement (MOAs)/Interservice Support Agreement (ISSAs), and evaluating products/suggestions. Account managers will have a total picture of their assigned customers' requirements across all areas of DCI. Customers will receive periodic status briefings on their workload and projects. Account managers will work closely with the System Integration Division on up front workload reviews before assignment to technical areas. Lastly, access to workload data from both the System Integration Division and Help Desk workload databases will allow for a more knowledgeable approach to workload performance within DCI.

4.1.1.2 Project Managers

A second new position is the project manager. Project management will be centralized within the Systems Division. Technical personnel will plan and execute technical tasks, but the System Integration Division will perform the overall coordination and management of projects. Project managers will facilitate and manage the accomplishment of projects. Project managers will receive approved requirements through account managers, develop project management plans, assign projects to appropriate areas, and provide oversight on cross-functional projects. Use of project managers will improve the efficiency of project completion, providing another level of control to ensure services and products meet customer needs. This process will free technical personnel from the time required to administer and coordinate the project tasks. It also allows for a more detailed and professional approach to project management within DCI. Project managers will develop and execute project plans, including developing milestones, identifying critical paths, and developing impact statements, business cases, and feasibility studies.

4.1.1.3 Data Calls

Currently, data calls enter various points within DCI, typically either through BMD or submitted directly to technical areas. Responses are provided directly by the technical areas collecting the data. The technical areas prioritize data calls according to their workload. There is little effort to retain data and no established internal procedure for the retention and sharing of data between technical areas within DCI. Repeated data calls for the same type data result in new gathering efforts by the technical teams.

In the MEO it was decided the Business Management Support Division will be the primary responsible party to receive all data calls, prepare and present briefings, and conduct surveys when required during data gathering. The requirements with a suspense date of one (1) week or less will be considered short response data calls, and all others will be considered extended response data calls.

A review of all data calls will occur with the MEO System Integration Division, which will maintain an indexed repository of information from previous calls. Each new data call will be matched against the repository to utilize the database of resolved data calls. This will reduce resolution time and more efficiently make use of available resources. It will eliminate the need for the technical areas to re-retrieve information for new but similar data calls, and will allow for more systematic coordination and planning.

Business Management Support Division will be responsible for developing all Unfunded Requirement (UFR) documents, research, analysis and documentation. In addition, each of the four (4) divisions will provide input and backup data for these documents, as required.

4.1.1.4 Briefing Preparation

Currently, technical personnel prepare briefings. Quality of the product suffers because there is no template to follow regarding design, formatting, and visual presentation standards. In addition, productive time of technical personnel is consumed in administrative tasks associated with establishing requirements, coordinating schedules, and the use of Commercial of the Shelf (COTS) preparation packages with which they have limited expertise.

This procedure will be improved by involving the Business Management Support Division and account managers who will take care of administrative and coordination issues, and oversee and standardize DCI briefing structure. Technical personnel will still provide briefing content and requirements, but Business Management Support Division and account managers will oversee the preparation process and will give most presentations outside the Directorate. This will help standardize products and reduce workload for MEO technical personnel. If required, technical personnel will attend briefings to assist in presentation and answer technical questions.

Also, the Business Management Support Division will prepare information papers/fact sheets that will be submitted to CECOM IMA Management for approval and release. The Business Management Support Division will seek input as required from the MEO, which is familiar with the format and information requirements for information papers and fact sheets. The Program Manager will approve all papers before being submitted to CECOM IMA Management.

4.1.1.5 Customer Satisfaction Surveys

In the past DCI has had various processes to determine customer satisfaction. These originated through efforts such as Quality Circles and Total Quality Management (TQM). However the efforts were decentralized and customer satisfaction review was by individual unit and not as a directorate. The MEO will include a centralized process for customer satisfaction surveys. The Business Management Support Division will survey each of the CECOM Fort Monmouth activities and Fort Monmouth resident activities on a semi-annual basis, to determine their level of satisfaction with the MEO provided services. This will be accomplished using a Web-based survey tool that has been created based on a knowledge database of customers and services provided.

The Business Management Support Division will provide analysis if the results show a decrease in customer satisfaction. The Business Management Support Division will conduct analysis of probable cause(s) and suggest corrective actions in the form of a briefing to the respective customer. Appropriate actions will be implemented to address customer concerns.

4.1.1.6 IMA Acquisition Evaluation Process

Over the past 18 months different CECOM organizations are being called upon to evaluate IMA products and services that had once been only evaluated by DCI. Today the Command continues to rely on DCI for the evaluation of desktop and server products, but now calls upon five other CECOM organizations to aid in these evaluations. These include the Deputy Chief of Staff for Command, Control, Communications and Computers and Intelligence (DCSC4I (G6)), Software Engineering Center (SEC), Communications Security Logistics Activity (CSLA), Information Systems Engineering Center (ISEC), and Systems Management Center (SMC). This change was implemented to leverage the expertise already available in the Command that can be called upon to aid in the evaluation process. Such a change increased the efficiency of the Command as a whole and eliminated the need for DCI to duplicate the expertise already available under the CECOM umbrella. It also shortened the time needed to evaluate proposed products, because it was no longer necessary for DCI to obtain the expertise before an evaluation could commence. DCI remains the primary evaluator for those areas where the requisite expertise is resident in the Directorate. The MEO Development Team recognized the efficiencies created by this shift in responsibilities and incorporated them into the structure of final MEO organization. The PWS reflects the work DCI currently performs. Our MEO is bidding against the PWS requirements.

4.1.1.7 Financial and Contractual Process Change

During the March through April 2000 workshops, the MEO Development team analyzed the DCI Business Management Division processes currently used to provide financial and contractual services across the Directorate. What they found was that the current decentralized approach was effective for business unit knowledge and accountability but it was not the most efficient. Also, the team concluded that this decentralized approach made management of the overall program, with its multiple funding sources and different data requirements, difficult if not impossible. Essentially, the team found a great deal of duplication of effort across the organization. This in-turn often required personnel to rework the products to make them acceptable. To correct these deficiencies, the team recommended and crafted a MEO organization that will centralize both financial and contractual services under one (1) Division. The plan is for the MEO to operate similar to a contractor by receiving the total funding requirement from the RO financial and contractual personnel who deal with special reporting requirements and with other activity coordination. The MEO financial and contractual reporting requirements are reduced to only providing monthly dollars expended to meet mission requirements. The DCI management reviewed this recommendation and concurred that such a structure would yield significant manpower savings.

4.1.1.8 Release Management / Prototype Release

Within DCI, total release management has always been within the appropriate technical area. The proliferation of standard systems and COTS software packages, the streamlining of Central Design Activities (CDAs) release processes, and the increase in customer diversity have all increased the requirement on technical personnel for the many administrative tasks associated with release management. This includes items such as searching web sites for upcoming releases, milestone planning, managing customer requirements and documentation of results. Due to priorities and operations and maintenance pressures the administrative tasks of release management are accomplished in a non-uniform manner.

The System Integration Division will take the lead role and coordinate with users, CDAs and DISA during the entire implementation process to ensure that problems will be addressed and processed immediately.

The MEO will perform all aspects of release management within the mainframe and mid tier environment. These aspects include standard system releases, mainframe prototype releases, database management system releases and vendor software releases. This experience will enable System Integration Division to oversee and project manage all releases from inception to implementation and maintenance. Proper release preparation will include preventative measures for any anticipated changes to the system.

The MEO's DMC/Mainframe unit of the Telecommunications Division will coordinate all mainframe system changes, application releases, special processing requests (SPRs) and interim change packages (ICPs). The System Integration Division and Operations Division will coordinate/implement all mid-tier system changes, application

releases, special processing requests (SPRs) and interim change packages (ICPs). This will ensure all tasks are performed locally to implement the change and ensure that production processing is not affected during installation. The Operations and End User Divisions will coordinate/implement required releases within their respective areas. The Business Management Support Division will coordinate with account managers for workload requirements.

The MEO will have extensive knowledge of the processes required for release management of mainframe and mid-tier standard systems, as well as the implementation of vendor software packages. The extensive knowledge of the AMC standard system releases for Commodity Command Standard System (CCSS) and Standard Depot System (SDS) will allow the MEO to successfully implement standard systems releases, implement necessary changes to bridge applications and ensure that all CECOM customers are able to process in the standard environment.

4.1.1.9 Problem Resolution

Problems will be provided to a centralized help desk. The help desk will analyze the problem and provide immediate resolution. In the event, due to the complexity of the problem, it requires escalation, the help desk will manage all actions required to elevate the problem to MEO technical experts. Customers will be able to track the status of all problems utilizing a Web enabled utility.

4.1.1.9.1 Centralized Help Desk

Currently, many organizations operate help desk/desktop groups, including DCI, CECOM Acquisition Center, Deputy Chief of Staff for Operations and Plans (DCSOPS), Legal Office, Deputy Chief of Staff for Resource Management (DCSRM), Deputy Chief of Staff for Personnel (DCSPER), and SMC HQ. For the most part, the DCI Help Desk receives trouble calls for internal DCI problems, the Command Group and the smaller Chief of Staff activities. External help desks work to resolve problems and perform on-site desktop functions individually and apart from DCI. External administrators refer only the more difficult and unsolvable problems to the DCI Help Desk, or more often directly to DCI technical areas that respond through their own internal procedures. Technical areas perform initial analysis and prioritization, and coordinate with customers. A determination is usually made to fix the problem in house or refer it to a vendor, contractor, or an outside source of support, such as DISA for mainframe problems. If the problem can be fixed in house, further analysis is performed to determine the suspect system(s) before corrective action is taken. If necessary, trouble calls are re-routed to another functional team if the original team determines that the problem is not being caused by their systems. Since there is no centralized control, if trouble calls are re-routed by one functional team to another, there is no way to track progress unless the Help Desk is notified. It is incumbent on individual technical leads to perform due diligence on the administration of trouble calls as well as the technical solution.

Installation of PC hardware and software is also performed by each organization. Some organizations have a semi-automated process for software updates, but most rely on on-site support for individual desktops. Some customer notifications are sent from the DCI Help Desk, while others are sent from organization administrators to their targeted audience. Access to networks, e-mail, and other applications are requested from DCI technical areas individually or through organization administrators. Separate DCI technical areas process all access requests. Workload traditionally entered the directorate at all technical levels.

In the MEO it has been decided to consolidate the help desks using an Enterprise Management System (EMS). The MEO structure will have an End User Division that utilizes an enterprise help desk, manned by experienced help desk and technical personnel. This structure will be beneficial to both the customer and the efficiency of the MEO organization. The customers will have an organization dedicated to the resolution of their problems. The individual organizational help desks will be eliminated. The majority of customer problems will be solved by the help desk and not referred to the technical teams where priority must be given to operations and maintenance workload. The MEO technical areas will be able to accomplish the technical workload more efficiently by not having to address/prioritize the time consuming resolution of the simpler problems occurring throughout the CECOM and Fort Monmouth community.

The End User Division of the MEO will operate the EMS that includes a Level 1 help desk and Level 2 technical support for NOS, e-mail, desktop, UNIX, Web and Command applications. The MEO will have skilled personnel on the EMS help desk to ensure the successful accomplishment of the help desk performance standards. These personnel will also have extensive IT as well as other help desk experience.

The Level 1 help desk will receive all customer calls, analyze/diagnose/resolve problems when possible, build the EMS knowledge base of solutions, refer unsolved problems to the technical areas, track status, monitor EMS functions and views, and perform customer notifications. The help desk will also act as a single point of entry for all access control requests. The Level 2 technical support personnel will have extensive experience in their field of expertise as well as Unicenter The Next Generation (TNG) processes. These personnel will come from the various technical teams and continue to be closely aligned with the technical teams. This will assure the Level 2 help desk technical personnel will maintain current skills and training. Besides problem resolution, a primary responsibility of the Level 2 personnel is the determination of EMS processes and the creation of EMS policies (scripts) and views to support those policies.

Through EMS (Remote Control option), help desk personnel will be able to take remote control of desktops to aid in the resolution of problems. If the resolution of a desktop problem requires updating or restoration of software, the help desk personnel can push required software to desktops using the Software Delivery option of Unicenter TNG.

The MEO is structuring the help desk to be a single point of contact for the customer community. This includes requirements/inquiries such as problems, access control and technical advice. The help desk will be the customer's single point of entry for access, gathering/verifying information, tracking status, performing follow-up and acting as an interface for customer inquiries. The help desk personnel will either assign access for processes under their authority or refer the requirement to the appropriate technical team. MEO technical teams or account managers may introduce major access initiatives.

The tracking and monitoring of all status will be available through the help desk. The Unicenter TNG has a database that captures all requirements and solutions. The MEO workload tracking system will utilize this database, as well as others, to provide a total picture of the MEO's (and each customer's) requirements and performance. Using this data, the MEO will conduct satisfaction surveys and provide semi-annual customer briefings to each customer.

4.1.1.9.2 Enterprise Management System

The MEO organization's infrastructure will incorporate an EMS. The EMS at CECOM is the Computer Associates (CA) Unicenter The Next Generation (TNG). It was decided in order to efficiently service its customers, the MEO must consolidate the many PC teams and help desks within the scope of the PWS requirements. To achieve the greatest impact with limited resources the CA Unicenter TNG EMS system was implemented.

DCI is currently staffed with trained and certified personnel who operate the EMS for the help desk, servers, mini computers and desktops under control of DCI. The MEO organization will scale the EMS system to include all servers, mini computers and desktops included in the PWS and under control of the MEO. The MEO's End User Division will have highly skilled personnel in the full suite of Microsoft Operating Systems, the full suite of Microsoft Office products, e-mail, file and print services, UNIX operations as well as the CA TNG EMS system, needed to provide the full range of EMS services.

The major features of the EMS currently operational include Asset Management, Software Delivery, Remote Control, Event Management, and Advanced Help Desk (AHD). The MEO, using AHD, will provide enterprise class help desk solutions within a proactive management center by automating key processes, delivering system and network management services, monitoring the health of IT resources, automatically receiving problem alerts, and taking corrective actions. The help desk solutions will enable the MEO to effectively track and monitor system and user problems and resolutions, provide comprehensive knowledge management and Web-based support, and

manage valuable corporate assets and infrastructure change workflow. The MEO help desk solutions will enhance productivity, improve end user and customer satisfaction, and provide the ability to obtain a holistic view of the entire IT enterprise, which will improve IT infrastructure management and reduce the Total Cost of Ownership (TCO).

The MEO will manage critical desktop and server resources as an integral part of the enterprise-wide environment, by redefining the desktop and server management arena. These highly scaleable solutions provide cradle-to-grave control over the chaotic desktop environment, managing everything from setup to ongoing operations to asset tracking. These comprehensive and integrated management capabilities simplify desktop and server administration and boost productivity by providing solutions that can automate most tasks such as lights-out software distribution, inventory collection, virus protection, backup, remote control capabilities, and more. Ongoing maintenance such as upgrading operating systems, network operating systems, applications or utilities, virus scans, or periodic backups are managed and controlled. CA's enterprise management solutions go beyond the Total Cost of Ownership, by managing the desktop environment to achieve overall business goals resulting in savings that surpass an organization's return on investment.

The MEO will further provide management tools for Lotus Notes/Domino, MS SQL Server, and Oracle. This will ensure the reliability of vital systems through automated monitoring and performance management and ensure continuous access to mission-critical enterprise-wide resources. The MEO will provide Lotus Notes/Domino server environment monitoring, application/database management performance, access control monitoring, cluster control, and set user limits. The Oracle agent will provide customized thresholds and database policies, server monitoring, rollover detection, and concurrent user monitoring for licensing alerts. Using the Oracle agent, the MEO will provide configuration management, customized thresholds/policies, process monitoring, transaction logging, resource utilization and system locking monitoring. Additional tools the MEO will use in support of the EMS are CA's response manager and Superping Path Doctor, both highly respected network monitoring and diagnosis tools in support of the Fort Monmouth IT enterprise.

The help desk and desktop provide remote diagnosis and resolution of customer problems, as well as remote delivery of new software and/or software updates/patches. The MEO through the use of EMS will provide early problem warning capabilities that are utilized for proactive problem identification and resolution. The early warning and problem alert capabilities of EMS are extremely configurable and dynamic. The MEO will capitalize on these capabilities by creating automated policies and rules to sense for problems and/or infrastructure failures. The MEO will use these capabilities to provide for unattended 24 X 7 analysis of the IT infrastructure and automatic notification of MEO technicians that a problem requiring immediate attention has occurred.

The MEO will have experienced personnel in the creation of Unicenter TNG policies. Unicenter TNG policies are specialized rules and scripts that perform functions such as monitoring, Asset Management, software pushes and Remote Control. DCI currently has a limited suite of policies developed jointly by System Administrators (SAs) for servers and mini computers, desktop technical personnel and Unicenter TNG experts. The MEO will develop and test additional policies to fully exploit the CA Unicenter capabilities needed to achieve A76 efficiencies. The experience available to the MEO will ensure a smooth transition to the performance required to fulfill the PWS requirements.

4.1.1.9.3 Desktop PC Support

Currently, PC support groups in each organization perform desktop and problem resolution services at the desktop level independently with little communication on common problems. Unsolvable problems are referred to the DCI Help Desk when necessary.

The End User Division will handle desktop problem resolution. The help desk and desktop team will troubleshoot and resolve desktop hardware and software problems for customers supported under the scope of the PWS.

The desktop team technical personnel will address desktop problem resolution tickets that could not be solved by the help desk. One (1) primary reason the MEO will successfully support 2,000 customers is that the Unicenter

TNG help desk will greatly reduce the number of desktop problems that need be referred to the desktop field support team (by 50% and eventually 65%). Through the use of Unicenter's Remote Control, the help desk and the field team can take immediate action to solve most problems with user desktops. The help desk will further have a knowledge center database as part of the Unicenter help desk tool, to provide information on problems that arise with desktops. All calls will be logged into the Advanced Help Desk (AHD) tracking database and will be available for report generation. All customer tickets will be available via e-mail or the Web. The MEO will have skilled personnel on the Level 1 help desk to ensure the successful accomplishment of the help desk performance standards. These personnel have extensive IT as well as help desk experience.

The MEO provides personnel on the desktop team and the desktop field support team, which includes the MEO hardware maintenance support contractor (ADPE), with extensive knowledge of the CECOM Fort Monmouth desktop environment and the software products running on it.

The MEO has personnel proposed for desktop field support that have extensive years of experience in desktop support. These personnel currently support the desktop needs of many of the organizations that are under the scope of the PWS desktop support. They will be dispatched on-site to support customers whose problems could not be solved by the help desk or desktop team.

The desktop and field support personnel will utilize Remote Control utilities when applicable and conduct an on-site visit when troubleshooting requirements dictate. The help desk personnel will contact the ADPE maintenance contractors for repairs of PC and PC peripheral hardware and maintain a log for reporting and determining the commonality of hardware problems. This will ensure the maintenance of quality assurance and will provide information for monitoring contracting practices.

4.1.1.9.4 Technical Area Problem Resolution

Currently, problem resolution in the technical areas has no defined process and few controls. Each technical area sets priorities according to their workload and gives customers sporadic feedback. The problems enter the technical areas in many ways such as direct customer phone calls, direct e-mail contact, help desk trouble tickets, and through the management chain. The MEO has decided to restrict the ways problem resolution enters the technical area to help desk trouble tickets. The help desk will also have resolved a high percentage of problem tickets before the technical areas become involved.

Problem resolution in technical areas such as e-mail, mainframe, mid-tier, World Wide Web, DMS, NOS, Local Area Networks (LAN)/Metropolitan Area Network (MAN) and ADPE hardware maintenance are discussed in detail in the TPP.

4.1.1.10 Anti-Virus Protection

The MEO will consolidate all anti-virus requirements within the End User Division (desktops) and the Operations Division (servers). The MEO will install and maintain current required virus protection software, IAW the Army C2 Protect program, on all desktops and servers. The MEO will disseminate virus-related information and guidance to CECOM Fort Monmouth Activities and Fort Monmouth Resident Activities. It will also report all virus-related incidents to CECOM IMA Management. The MEO will analyze reported viruses to determine if the viruses are legitimate, monitor sources before they infect the Fort Monmouth site, provide problem resolution, and inform the community of the resolution. The MEO will review the vendor's anti-virus information daily for changes/updates that need to be applied and will quarantine and disinfect viruses on supported PC's and servers.

Security will be provided using current anti-virus application software and signature/definition files on all MEO managed desktop units. This will ensure data and system integrity throughout Fort Monmouth. Under the special project provision of the PWS, SAs will keep abreast with technological advancements in security applications. Under the same clause, all new software will be installed and tested to avoid problems in the production environment. SAs will update desktop virus definition to secure against all existing viruses.

4.1.1.11 Configuration Management / Configuration Control Board (CCB)

Configuration management within DCI for hardware/software was traditionally done at the technical unit level. The coordination and documentation was dependent on many factors with no standardization across the directorate. It was realized that each technical area needed a complete configuration picture to ensure successful configuration planning and hardware/software implementation.

The MEO will use the mechanism established during the last year (2000) to allow for configuration management. This is the Configuration Control Board (CCB). The CCB will consist of executive board members from each technical division within the MEO. The objective as stated in the CCB charter is to effectively plan, manage, and implement all current and future requirements for the computer systems located in building 1152, Myer Center and other facilities specified in the PWS.

The CCB has a Web-based process that allows for the coordinated incorporation of required changes and the insertion of new technology into the infrastructure. Requestor change proposal forms are completed on the CCB home page, reviewed on-line by the executive board, and approved. Meetings are also held regularly to review priority requests, resolve questions and determine new requirement funding, and for overall computer room planning. The on-line system allows each area to be immediately aware of all proposed infrastructure changes and determine if there are any impacts to the MEO's customers, the MEO's internal organization or the command.

In addition, there is a technical notification area on the CCB home page. Technical notifications include items such as patches installed, new applications/databases loaded and operating system and/or software changes.

In the MEO the executive board members and technical responsibilities will be adjusted to reflect the new organization. The MEO will assign the lead for the CCB to the System Integration Division. The MEO is familiar with the requirements and formats requested in the Configuration Management Status Report. The Operations Division will be responsible for the overall floor space, coordination of power requirements, operational documentation by SAs and physical security. The Telecommunications Division will be responsible for network improvements/modifications and information assurance. The Business Management Support Division will be responsible for facility accreditation. The End User Division will coordinate all customer impacts, desktop requirements and areas involving the CA TNG EMS. All areas will update the technical notification area on the CCB home page and complete all proposal forms.

4.1.1.12 Desktop Computing

The MEO structured an effective organization that will support the 2,000 desktop customers identified in the PWS. The MEO centralizes eight (8) diverse organizational groups performing desktop functions into one (1). This provides a homogeneous skill-set approach to resolving all customer problems. The collective focus of these highly experienced individuals will be critical in the seamless transition to the MEO structure. Support to desktop processes centers around Unicenter The Next Generation (TNG) support personnel and desktop field support personnel. The End User Division of the MEO operates the Unicenter TNG Enterprise Management System (EMS) that includes a Level 1 help desk and Level 2 technical support for NOS, e-mail, desktop, UNIX, Web and Command applications. Under this proposal, the MEO will install Unicenter on the desktop for: Legal, DCSC4I (G6), Deputy Chief of Staff for Resource Management (DCSRM), Deputy Chief of Staff for Operations and Plans (DCSOPS) (G3), Deputy Chief of Staff for Personnel (DCSPER) (G1), CECOM Acquisition Center, Systems Management Center (SMC) Headquarters, Residual Organization (RO) and the small Chief of Staff organizations. The End User Division will provide on-site field support for desktop, network file/print services, and the Command Group NT domain.

The desktop team technical personnel will address desktop problem resolution tickets that could not be solved by the help desk, using CA Remote Control or providing guidance. One (1) primary reason the MEO will successfully support 2,000 customers is that the Unicenter TNG help desk will greatly reduce the number of

desktop problems that need be referred to the desktop field support team (by 50% and eventually 65%). Through the use of the Unicenter's Remote Control, the help desk and the field team can take immediate action to solve most problems with user desktops. The help desk will further have a knowledge center database as part of the Unicenter help desk tool to provide information on problems that arise with desktops. All calls will be logged into the AHD tracking database and will be available for report generation. All customer tickets will be available via email or the Web. The MEO will have skilled personnel on the Level 1 help desk to ensure the successful accomplishment of the help desk performance standards.

There are three (3) major options installed on the EMS that are used by the desktop team and will allow the MEO to gain efficiencies in desktop operations. These are the Software Distribution option, the Asset Management option and the Remote Control option. The MEO will have personnel trained and skilled in the use of these options. They will also have extensive expertise in the creation and execution of Unicenter TNG scripts, policies and rules. A further discussion of the MEO capabilities with the options available in the EMS system is available in the Technical Performance Plan.

The MEO has personnel proposed for desktop field support that have extensive years of experience in desktop support. These personnel currently support the desktop needs of many of the organization that are under the scope of the PWS desktop support. Field desktop support personnel will install new PCs and hardware components. As part of an initial installation, the MEO may be required to transfer data between the user's old and new computers. They will also be dispatched on-site to support customers whose problems could not be solved by the help desk or desktop team.

The MEO will strategically place the field support personnel to best serve the desktop customer base. One (1) area is in building 1207. These personnel will support the Command Group and the organizations in the 1200 area (e.g. CECOM Acquisition Center, DCSOPS, and Legal). The second area is in building 286 to support the System Management Center (SMC). The third area is in building 918 to support the DCSPER. The fourth area is in Vail Hall for support of the MEO/RO, DCSRM, and the small Chief of Staff Activities, and to supplement on an as needed basis the other three support groups. Field support personnel, although strategically dedicated to supporting a specific geographic location will be available to reinforce/assist other locations if the problem(s) or level of support required at a location dictates additional resources.

Implementation of software upgrades and patches may be requested through an initial contact to the help desk, determined by the desktop team or as directed by the DCSC4I. Software implementation decisions, licensing and approval will remain with the DCSC4I office. The MEO desktop team will support and implement the PC software configuration and policies for the desktop PC as directed by and coordinated with the DCSC4I.

The help desk, desktop and field support analysts will utilize Remote Control utilities when applicable and conduct an on-site visit when troubleshooting requirements dictate. The help desk personnel will contact the ADPE maintenance contractors for repairs of PC and PC peripheral hardware, and maintain a log for reporting and determining the commonality of hardware problems. This will ensure the maintenance of quality assurance and will provide information for monitoring contracting.

The MEO support contractor will complete all desktop hardware repairs.

4.1.1.13 On-Site Support

The MEO will continue to provide collocated support to certain customer activities and areas. On-site representative(s) will be the points of contact for the IMA technical support for customer activities. IMA technical and administrative support will include, but is not limited to, telecommunications, automation, IT security, support of standard systems and customer unique requirements.

In order to meet the PWS requirements, the MEO will have full-time man-years dedicated and collocated in the following areas:

One (1) man-year at Building 901 (G1)
Four (4) man-years in Building 1207/1208 (G3, CECOM command group, CECOM Legal, Public Affairs Office (PAO), CECOM Acquisition Center and G6)
One (1) man-year at Building 283 (SMC)

The MEO will also provide, on a reimbursable basis, direct on-site support to the customer activities listed below. The End User Division on-site representative(s) will be the point of contact for the IMA technical support for the customer activity. This technical and administrative support will include, but is not limited to, telecommunications, automation, IT security and customer-unique requirements.

The following customers require a level of on-site support to provide the services listed below. End User Division personnel will be on-site during the full work year. Functional Support Agreements (FSAs) will be in place with the Research Development and Engineering Center (RDEC), SMC and Program Executive Office (PEO) Command, Control, and Communications Systems (C3S). This support will be staffed at the following levels:

RDEC – Three (3) work years of support to RDEC (two (2) in RDEC HQ and one (1) in the Space and Terrestrial Communications Directorate (S&TCD))
SMC – Two (2) work years of support to SMC (one (1) in Product Manager, Defense Communications and Army Transmission Systems (PM, DCATS) and one (1) in Project Manager, Global Positioning Position (PM, GPS))
PEO C3S – One (1) work year of support to PEO C3S HQ

4.1.1.14 Mainframe Services and Programming

Currently the organizational structure within DCI for mainframe support services and programming support reflect a prior mainframe period when requirements were more extensive. There has also been a divergence in the skill sets needed for support of the mainframe applications and the support of the mid-tier and web environment. The consolidation of the mainframe computer systems under the control of DISA and the subsequent transfer of functions such as scheduling and set-up has reduced the mainframe manpower requirements.

The MEO proposes the segregation of all mainframe services into one section within the Telecommunications Division (DMC/Mainframe Section). There will be a small cadre of extremely experienced programming personnel to support mainframe CECOM unique applications, releases, standard legacy systems (CCSS, SDS), and legacy software (e.g. System 2000 (S2K), Model 204 (M204), CCSS file and access routines). Personnel in the System Integration and Operations Divisions will perform the programming requirements for the mid-tier environment, languages and applications. The required DISA coordination and remaining support services can be centralized into several personnel within the DMC/Mainframe Section. The consolidation of all current mainframe services into one DMC/Mainframe section will allow the MEO to greatly reduce the manpower needed to support the mainframe.

A primary reason for the isolation of the mainframe requirements is the expectation of the elimination of CCSS and most of the local bridges within the next five years due to the Logistics Modernization (LOGMOD) effort. The organization will be able to cleanly transition to new mid-tier workload requirements.

4.1.1.14.1 Mainframe Support

The mainframe support personnel will serve as the interface between the Defense Enterprise Computing Center - St Louis (DECC-S) and CECOM Worldwide and Fort Monmouth resident activities for mainframe processing. This interface includes coordination and implementation of DISA mainframe initiatives, mainframe processing, local applications processing, and output product oversight.

The mainframe support personnel will maintain mainframe access control via Access Control Facility 2 (ACF2) logon identification and rule maintenance. MEO personnel have experience in the areas of mainframe security regulations, customer requirements, mainframe access and ACF2 rules. Currently, the logon requests are

processed through a Web Login Request System and approved by the security personnel in TCOD. In the MEO, access control for the user will be a single point of entry in the End User Division. The End User Division will validate requests and forward the request to the DISA authorized personnel in the mainframe section of the Telecommunications Division for execution

The mainframe support personnel monitor mainframe services and keep the customer community informed of service status via the DCI service status Web application and messages from the mainframe support desk. They will also assign a daily rating for mainframe performance and compile performance statistics into a presentation for quarterly review and analysis. The mainframe support personnel will oversee and coordinate outsourced mainframe services; collect customer and service provider issues, requirements, and requests for changes (including release management and hardware/software upgrades); and coordinate agreement on implementation plans and their execution. The mainframe support personnel also will maintain the output product control table, administer the online viewing system, manage the mainframe Compact Disc (CD) production, and troubleshoot problems related to output products. Except for help desk functions, these functions will be executed in the MEO's mainframe section of the Telecommunications Division. The community notification and the mainframe support desk functions will be absorbed into the End User Division's help desk. In the MEO mainframe, customer inquiries or problem reports will be received telephonically / electronically by the help desk, who will resolve them according to written procedures or elevate them to the appropriate mainframe support technical personnel for resolution and coordination with the DISA or Defense Automated Printing Service (DAPS) service providers. MEO customers may also present workload requirements for programming and application support to their designated account managers in the Business Management Support Division.

4.1.1.14.2 DISA Liaison

The MEO mainframe support personnel will oversee and coordinate the mainframe services provided in accordance with negotiated Service Level Agreements (SLAs). DCI's TCOD and BSID currently provide mainframe services to the Fort Monmouth customer community. This experience and expertise will reside in the mainframe group of the MEO's Telecommunications Division. DCI personnel have fulfilled the function of liaison between CECOM mainframe customers, central design agencies and outside agencies since the 1970's. Since 1993 DCI has also acted as the mainframe liaison to DISA. In the last five (5) years, many of the mainframe support activities such as release management, scheduling, application setup and job monitoring have been transitioned to DISA DECC-S. The MEO will merge the DISA liaison and residual mainframe support activities into a reduced number of personnel in the mainframe group of the Telecommunications Division.

4.1.1.14.3 Legacy Application Support

Major areas of mainframe operations and maintenance support include application sustainment and development, experience with software (e.g. Keyplus, library maintenance, System 2000 (S2K) utility maintenance), release management, database administration and implementation of fielded systems.

Current mainframe computer specialist personnel provide application and programming support for over 200 mainframe standard and Command-unique systems. The personnel knowledgeable with these applications are spread throughout several sections. The current section workloads include many requirements for mid-tier and web applications as well as integration requirements for applications which have communication and software requirements outside the mainframe area. It was decided the MEO would be more efficient by centralizing mainframe knowledge and workload requirements within a small section dedicated to mainframe services. This would allow legacy skill sets to be maintained by experienced personnel and eliminate the need for the mid-tier and web specialists to have expertise in mainframe legacy applications and software.

The MEO has extensive experience in performing application sustainment for mainframe systems. Mainframe sustainment requirements will enter the MEO organization through the End User Division help desk or the account managers of the Business Management Support Division. Smaller System Change Requests (SCRs) will be directed to the mainframe section of the Telecommunications Division. Larger projects will enter the System

Integration Division for project analysis and management, and then be referred to the specialists in the mainframe section.

Legacy application skills include knowledge of CCSS files, file structures, access methods, CCSS data management routines Data Management Routine (DMRs), database hierarchical structure and programmed utilities (System 2000) and specialized CCSS utilities. The skills also include database management for M204, database management for S2K, Keyplus administration, and maintenance of mainframe production and test libraries (e.g. program, copy, Job Control Language).

MEO programmers will have extensive expertise and total understanding of the languages and databases required to sustain the Legacy application at CECOM. This is primarily due to the fact that DCI has developed or implemented all systems within CECOM's mainframe domains. Primary software in the mainframe arena that the MEO will have expert knowledge includes software such as the following: COBOL, S2K PLEX languages and data base routines, M204 languages and databases, File Transfer Protocol (FTPs), Keyplus, CCSS DMR's files and utilities, and SDS files and utilities.

The MEO will have extensive knowledge of the processes required for release management of mainframe standard systems. The extensive knowledge of the AMC standard system releases for CCSS and SDS will allow the MEO to successfully implement standard systems releases, implement necessary changes to bridge applications and ensure that all CECOM customers are able to process in the standard environment.

DCI programmers maintain a unique relationship to their customer base. Current DCI specialists who will be transitioning to the MEO organization have extensive knowledge of the customer functions and mission, and will use this knowledge to aid CECOM customers in the development and understanding of their requirements.

4.1.1.15 Computer Operations for Server and Minicomputer Operations

The Computer Operations Section of the Operations Division provides daily operations and maintenance support to CECOM mid-tier systems. The MEO will have experienced personnel capable of performing the daily operations associated with the three (3) computer rooms within the scope of the PWS. Specifically, the Computer Operations Section monitors and supports all servers and minicomputers; performs system backups and restorations; performing system shutdowns and reboots; operates high-speed scanning equipment; processes requests for technical data; creates master and duplicate CD-ROMs; and operates, administers and maintains the Joint Engineering Data Management Information Control System (JEDMICS).

Key processes within the Computer Operations Section are mid-tier operations, monitoring, and JEDMICS administration. Mid-tier operations and monitoring processes will be improved by consolidating mid-tier operations, adding remote monitoring capabilities, eliminating remote job entry, and by cross-training personnel to give management more flexibility in assigning work and matching skills to tasks. JEDMICS administration will be improved by eliminating 2nd shift operations, which are no longer needed. Consolidating functions will allow a reduction in the number of computer operators required for each shift.

Currently the computer operators for the mid-tier systems are in the TCOD Division and the System Administrators for those systems are in BSID Division. The MEO will place both these groups in the Operations Division to allow for easier coordination/control and greater efficiency in the management of the mid-tier systems.

4.1.1.16 Server System Administration (SA)

Currently within DCI system administrators for mid-tier systems are placed in several branches and sections of BSID according to the functionality of their systems. The MEO proposes to combine all mid-tier system administrators within one unit within the MEO's Operations Division. The functional specialties will be maintained for SAs such as DMS, E-mail, NOS, UNIX, but many similar functions will be combined (e.g. security, server patches, Army Computer Emergence Response Team (ACERTS) alerts). Also backup knowledge of system can be consolidated in a smaller number of people rather than having redundancy in each section. The

consolidation of all mid-tier areas with system administrators will allow for a reduction in the manpower to support these areas, although the recent growth of mid-tier systems has necessitated an increase in the number of system administrators required for the mid-tier systems.

MEO personnel will have extensive experience implementing Department of Defense (DOD), Department of the Army (DA), AMC and CECOM Command approved systems. Experience would include server support in areas such as the following:

- Installing the operating system software
- Installing the DCI approved backup and restore software
- Applying server patches
- Installing and configuring database management software
- Installing and configuring agents, groups, scripts and logins
- Coordinating, testing and sustaining version changes for databases, FTPs, Operating System (OS) and security patches
- Maintaining access directory or cross directories with other agencies
- Coordinating and implementing new software products within the CECOM programming architecture
- Fielding standard system releases
- Tracking application server problems through third party products, email systems and network environments
- Maintaining DOD processing standards with files, datasets, libraries and directories
- Implementing DOD, DA and AMC Information Assurance measures
- Migration to new processing sites

The MEO SAs will be alerted to system problems through the use of the CA Unicenter EMS via help desk trouble tickets and alerts sent by host-based EMS monitoring agents. The use of CA Unicenter EMS to monitor hardware status will free resources to perform server management/preventive maintenance, to reduce unexpected downtime and/or hardware failure. Additionally, SAs will monitor systems daily, enabling them to recognize and resolve problems before notification by Unicenter. MEO SAs will be on call 24 hours a day, 7 days a week to provide emergency response and direct assistance for problems.

The MEO Operations Division will provide operations and maintenance that will include the repair, design and installation of mid-tier application server services to CECOM Fort Monmouth, CECOM Worldwide, the Fort Monmouth community and its customers. Through server management, these servers will be implemented and maintained by SAs.

The MEO will support both Windows New Technology (NT) and UNIX based (HP-UX and Sun Solaris) operating systems on its mid-tier application servers. In addition, the MEO will provide both NT and UNIX servers for a test environment to ensure data integrity. These servers will provide SAs with the ability to test local and vendor software before converting to a production environment.

The MEO will research the latest hardware and software developments in order to provide state-of-the-art setup, configuration and maintenance of all mid-tier application servers. Junior SAs or computer operators will monitor vendor Web sites for newly released patches/technical notifications, and download them after normal operating hours to avoid effects on production performance. Senior SAs will provide CECOM supported customers with technical advice based on the latest approved CECOM architecture and state-of-the-art server products.

The MEO system mid-tier administrators have decades of experience meeting the requirements and expectations of the Fort Monmouth customers. They are highly skilled at integrating the mid-tier application servers into the Fort Monmouth architecture, and tuning the servers to continually exceed the operational performance requirement stated in the PWS. SAs will perform disk management tasks, which will include, but are not limited to, formatting and partitioning disks, creating file systems, setting directory permissions, monitoring disk utilization, monitoring disk integrity and troubleshooting errors. Free disk space will be greater than 25% of disk capacity. File systems will have no less than 10% free space. Average Central Processing Unit (CPU) utilization per server will not exceed 50%. Load balancing testing will be performed to ensure that disk access times vary no greater than 25%

among disks of the same type on the system. SAs will review logs on a daily basis and take corrective measures as necessary.

The NOS and Server Operations group provides direct NT network operating system support for members of the Fort Monmouth community domain. Support includes hardware and software installation, configuration and maintenance, system administration, problem resolution, and performance monitoring and analysis. The key processes within the NOS and Server Operations group are NT system administration and problem resolution.

The Mid-Tier Server Hardware and Software Support Section provides administration and security services to new and existing mid-tier servers at Fort Monmouth. This support includes hardware and software installation, configuration and maintenance, system administration, and problem resolution

The current Fort Monmouth electronic mail system consists of multiple Microsoft Exchange sites that are accessible by secure dial-in, the Internet and through a secure web-mail capability. The Electronic Messaging architecture encompasses a main (5000+ mailboxes) commercial Sensitive But Unclassified (SBU) Exchange site, an Unclassified Defense Messaging System (DMS) Exchange site and a classified DMS Exchange site. The Electronic Messaging group provides all MS Exchange hardware, software, performance monitoring and system administration support, all DMS hardware and software administration, Content Manager System (Mailsweeper) operation and administration, and Simple Mail Transfer Protocol (SMTP) (Sendmail server and Internet Software Server) systems operation and administration.

The Centralized Help Desk will handle level 1 problems that pertain to Mid-Tier Server Hardware and Software Support, NOS Operations, and Electronic Messaging. By reducing the number of trouble calls fielded by technical specialists to only those that qualify as Level 2 and 3 support, staff resources required for server hardware and software problem resolution will be reduced.

4.2 Staffing Changes

Staffing issues were discussed in all aforementioned forums (MEO Workshop, MEO Concept of Operations Discussion, and the other MEO Development Activities). DCI leadership and management personnel recognized that the neither the current organizational mission and associated workload nor the PWS workload did not warrant the number of FTEs authorized.

Other staffing issues are related to the orientation of the organization. In the MEO Concept of Operations Discussion, examples of IT organizations aligned in functional orientations were generally “taller” (more layers in the organizational hierarchy) than the organizations that were process-oriented. The current DCI organization is functionally oriented, which accounts in part for the high ratio of managers to workers. The process-oriented MEO organizational structure will reduce management staffing requirements, allowing the MEO to reduce not only in total numbers, but also in the number of FTEs in the higher grades typically assigned to management positions. The current supervisor:employee ratio is 24:188, or 1:7.8. The MEO supervisor:employee ratio will be 10:118 or 1:11.8.

DCI management questioned what could be construed as a relatively high number MEO positions graded at a level of GS-12 and above. As a result, the MEO team and DCI management carefully scrutinized GS-12 position and above assigned to the MEO. This analysis revealed that the nature of work associated with each of these positions was consistent with the nature and complexity of the tasks to be accomplished by personnel working at an AMC Major Subordinate Command level. The analysis also confirmed that the tasks associated with these positions required a higher skill level than those normally associated with persons working at a lower Command level such as a Depot. DCI subject matter experts and management reviewed each MEO position description to assure that they were both accurate and complete. The DCI management findings were confirmed as the position descriptions were submitted to the Civilian Personnel Activity Center (CPAC) and CPOC for position classification.

All of the above factors – the current grade structure, realities of the “IT economy”, and MEO needs - were taken into account when building the final MEO staff size and grade structure.

4.3 Facility Changes

There are no changes to facilities planned for the MEO.

4.4 Equipment Changes

Use of much of the Government Furnished Equipment, both hardware and software, is directed by higher headquarters or is required for interoperability with other DoD and Army installations. The standard desktop suite of software is mandated by DoD, DA and AMC, which in turn drives desktop hardware requirements. Likewise, AMC issues policies regarding networking technologies, which in turn drive the local implementation of these technologies. In addition, Fort Monmouth utilizes the mainframe services provided by DECC-S, which requires that DCI ensure interoperability with these systems as well. Therefore, many of the decisions regarding the use of particular products have already been made in accordance with recommended AMC Command Operating Environment (COE).

However, within the constraints of the mandated hardware and software suites, and in accordance with guidance from the DCSC4I, alternative configurations of the IT infrastructure offer potential opportunities for improvement. Consolidation and collocation of hardware, in conjunction with improvements to the process of operating and maintaining that hardware, is one example of a way to improve operations without deviating from policy requirements. Duplication of effort identified in the process improvement interviews led not only to changes in the process, but also to changes in the IT infrastructure.

5 Proposed Most Efficient Organization (MEO)

5.1 MEO Overview

The MEO incorporates several changes in the concept of operations of the organization, with respect to management support and work center operations. Functional relationships have been adjusted to increase efficiency and eliminate duplication of effort. Processes have been improved to reduce cycle times and utilize resources more effectively. Changes in staffing have been implemented to ensure that the personnel assigned to each work center possess the appropriate skill sets and are properly trained to accomplish the required work.

The MEO is comprised of a Program Manager and the following five (5) organizational elements: Business Management Support Division, System Integration Division, Operations Division, Telecommunications Division, and End User Division. The MEO structure is based on a hybrid of process and functional orientations.

5.2 MEO Organization Chart

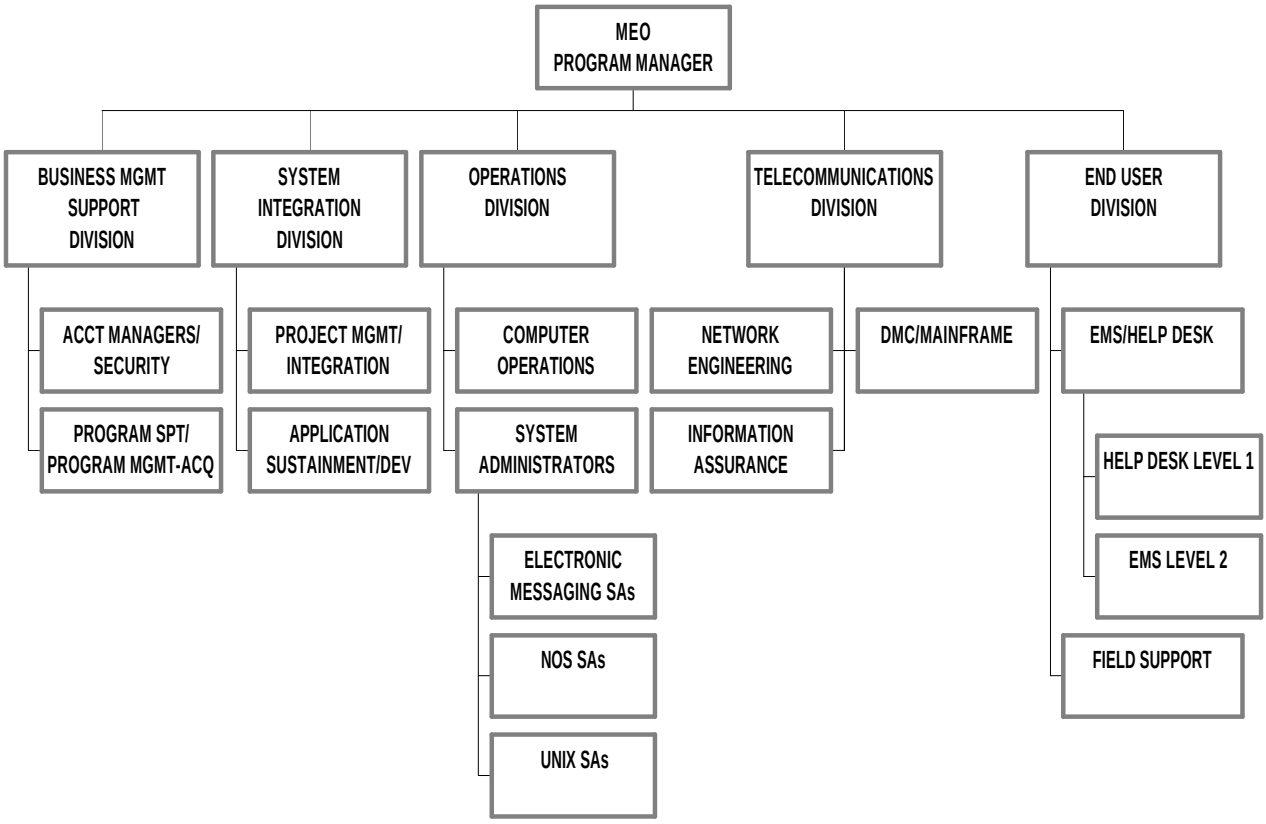

Figure 8: Final MEO Organization Chart

5.3 MEO Concept of Operations

The MEO will operate as a business. To allow maximum flexibility in the management of its personnel resources, the MEO will utilize a straight lined Table of Distribution Allowance (TDA). A straight lined TDA will facilitate the rapid movement of multifunctional personnel to deal with the everyday realities of providing IT services to the Fort Monmouth Community. From a monetary standpoint, the MEO will also operate as a commercial activity. Once a decision is made to go with the winning MEO bid, funding will be provided and the MEO will have the maximum flexibility to manage this funding in order to accomplish its mission as stated in the PWS. As an example, during the lag time that may be incurred in hiring a replacement government employee, the MEO will have the ability to utilize the funding provided for government salary to hire temporary contractors. The MEO will operate under the premise that personnel initially assigned to positions will possess no less than the minimum skill set level needed to complete all functions associated with the position. In developing the MEO, the MEO team painstakingly defined all skills needed to complete all functions associated with each position in the organization. The MEO will operate under the premise that the Army Personnel System will be responsive to its needs. By its very name, the MEO is a most efficient organization. It is an organization that is devoid of excess personnel that can be used to compensate for long-term personnel losses. Of course the MEO will utilize overtime and compensatory time to compensate for short duration losses, but expects the personnel system to be responsive enough to significantly shorten the time needed to bring a person on board. The MEO will operate under the premise that it will be granted the ability to use innovative recruitment approaches. These expectations include but are not limited to, authority to recruit far in advance of the departure of an employee (hire-lag authority) and local recruitment actions in parallel with Army career field announcements. The MEO will operate under the premise it will be able to refresh its knowledge base through the active recruitment of local and if appropriate DA interns. The MEO will coordinate with the DA recruiters to ensure that only the highest quality interns are accepted for placement. Only with the infusion of new talent will the MEO be able to keep up with the rapidly changing IT landscape. The MEO will provide technical support level training to maintain certifications and skill proficiencies of the employees. There are also centrally funded training opportunities that MEO employees will take advantage of such as CECOM DCSPER course offerings and DA funded training programs.

Since the MEO is a service organization, the MEO is structured to maintain a continuity of service to the Fort Monmouth customer base during normal business hours. Similarly, the MEO has been structured to maximize efficiency by eliminating to the maximum possible extent nonproductive hours. Furthermore, the drafters of the MEO recognize that in order to meet the stringent requirements specified in the PWS, some drastic modifications to the current work practices must be implemented. Personnel must be available to service their customers when a maximum number of customers are on station. A review of the MEO customer base revealed that a majority of customers work a 5-day/40 hour workweek. As a result, MEO employees will be required to provide services to their customers on a 5-day/40 hour per week basis. All alternate work schedule and part time employment positions have been eliminated from the MEO structure. As was mentioned, in order to keep the costs down the MEO bid is structured to eliminate nonproductive hours so that it can be competitive when compared to an industry bid. Subsequently, the MEO bid only contains hours for MEO personnel to attend Command functions required by either statute or Army regulation. It does not contain hours for employees to attend functions not specifically included in the PWS.

Finally, as with any business, the MEO will be responsible for the quality of the products and services they provide to their customers. As a normal operating procedure, the MEO will rely on the Division Chiefs and the Program Manager to continually assess the quality of the work performed by their organization. Through their daily interface with MEO personnel and review of information available in the database tools described in paragraph 6.1, these senior MEO Managers will be able to rapidly assess the quality performance of both government and contractor personnel, and take the appropriate action should performance fall below the levels specified in the PWS.

5.3.1 Program Manager Office

5.3.1.1 Program Manager Mission

The Program Manager (PM) is responsible for the overall operation of the MEO. The PM will be responsible for the oversight of all activities in the MEO and program management decisions regarding cost, performance and schedule. The PM is the focal point and major interface with outside organizations for the resolution of problems. The PM will assess the performance of the organization in meeting and/or exceeding the PWS requirements

5.3.1.2 Program Manager Detail Overview

The Program Manager organizational chart is included as Attachment R (Program Manager Organization Overview Chart)

Program Manager Detail Overview

Indirect Staffing

Supervisory	1
Admin support	1

Direct Staffing

Government	0
CME	0
Total Govt.	**2**
Total CME	**0**
Total Positions	**2**

5.3.2 Business Management Support Division

5.3.2.1 Business Management Support Division Mission

The Business Management Support Division's missions are to be the primary interface between the MEO and its clients, lead the MEO security program, manage the resources of the MEO, and provide program support to the MEO. This division is the single entry point for all work into the MEO and the management of customer expectations.

This division's customer support includes working with clients to prioritize the clients' needs and to align these needs with the product and service delivery missions of the MEO. This division will accept all projects that fall within the MEO mission into the MEO, coordinate this work within the MEO, and analyze the performance of the organization in meeting the work requirements in terms of meeting both the defined performance standards and customer satisfaction measurements.

Security functions include planning for Disaster Recovery, developing Continuity of Operations Plans (COOP), coordinating COOP testing and execution, processing access requests to IT secure areas, preparing automated systems accreditation programs, and staffing of ACERT responses.

Resource functions include planning and coordinating the preparation, adjustment and completion of MEO operating programs. These programs include manpower, personnel, resource management, equipment, space utilization, fiscal management, program planning, contract management and budgeting. The division will prepare and coordinate all documents necessary to carry out these functions.

Program support functions include staffing of and replying to data calls, staffing the Army Ideas for Excellence Program suggestions, conducting customer satisfaction surveys, researching and preparing Command Review and Analysis Briefings, compiling the IT Historical Report, preparing information and fact sheets, editing and reviewing local administrative publications, publishing organization charts, and issuing and maintaining office symbols and CECOM and Fort Monmouth distribution lists.

5.3.2.2 Business Management Support Division Detail Overview

Business Management Support Division organizational chart is included as Attachment K (Business Management Support Division Organization Overview Chart)

Business Management Support Division Detail Overview

Indirect Staffing

Supervisory	1
Admin support	1
Contract Admin (ADPE/CMEs)	2

Direct Staffing

Government	15
CME	0
Total Govt.	**19**
Total CME	**0**
Total Positions	**19**

5.3.3 System Integration Division

5.3.3.1 System Integration Division Mission

The System Integration Division's missions are to perform technical project management and technical system integration services in support of MEO products and services, and to perform application sustainment and development of mid-tier applications.

Project management and technical integration functions include technology and product evaluations, planning the fielding of standard systems applications releases for mainframe and mid-tier systems, project management of all MEO special projects, and providing Y2K compliance. Application sustainment and development of mid-tier applications functions include implementation of mid-tier application releases, mid-tier application programming, mid-tier application project management and technical integration functions, technology and product evaluations, planning the fielding of standard systems applications releases for mainframe and mid-tier systems, project management of all MEO special projects, and providing Y2K compliance. Application sustainment and

development of mid-tier applications functions include implementation of mid-tier application releases, mid-tier application programming, and mid-tier applications.

5.3.3.2 System Integration Division Detail Overview

System Integration Division organizational chart is included as Attachment L (System Integration Division Organization Overview Chart).

System Integration Division Detail Overview

Indirect Staffing

Supervisory	2
Admin support	1

Direct Staffing

Government	25
CME	2
Total Govt.	**28**
Total CME	**2**
Total Positions	**30**

5.3.4 Operations Division

5.3.4.1 Operations Division Mission

The Operations Division's missions are to perform mid-tier operations, maintenance and administration.

Operations Division’s functions include providing daily operations of mid-tier computers, backup and recovery of these systems, system monitoring and security functions in support of mid-tier system administration, and physical control of access to computer facilities. Operations Division functions also include replying to requests for technical data, performing CD ROM Mastering and Production, and providing technical support for CECOM acquisitions. MEO support contractors will complete hardware maintenance.

System Administration functions include both the administration of operating systems, currently UNIX and NT, and system applications, currently Exchange, Defense Message System, Lotus Notes, JEDMICS and SendMail. For any of these systems, system administration functions include installation and configuration of software and hardware systems and upgrades, maintenance of hardware and software configurations, performance of directory and storage management, maintenance of test environments, fielding vendor releases, planning and executing operating system migrations, computer facility infrastructure planning, problem solving, database management, and technical advising. System Administration security functions include installation of anti-virus protection on mid-tier computers, execution of Army Computer Emergency Response Team and other security advisories, and serving as system Information Assurance Security Officers, and providing input to COOP plans. System administration duties specific to the Defense Messaging System (DMS) include implementing DMS Field

Engineering Change Notices, staffing the Certificate Authority Workstation, and maintaining classified DMS operations.

5.3.4.2 Operations Division Detail Overview

Operations Division organizational chart is included as Attachment M (Operations Division Organization Overview Chart).

Operations Division Detail Overview

Indirect Staffing

Supervisory	2
Admin support	1

Direct Staffing

Government	25
CME	7
Total Govt.	**28**
Total CME	**7**
Total Positions	**35**

5.3.5 Telecommunications Division

5.3.5.1 Telecommunications Division Mission

The Telecommunications Division's missions are to perform Network Engineering, Information Assurance and Mainframe Sustainment.

The network engineering functions include telecommunications infrastructure planning, government furnished telecommunications property planning, providing telecommunications technical advice, supporting telecommunications network operations, installing network hardware and software upgrades, issuing IP addresses, processing customer requests for telecommunications service, and serving as the Defense Installation Systems Agency (DISA) interface for installation of long-haul communications and resolving problems between DISA and local customers.

The information assurance functions include providing Networking security information assurance and security for the Fort Monmouth network infrastructure including the entire Fort Monmouth Metropolitan Area Network, its connections with the DISA Wide Area Networks, the Internet, modem gateways to the Public Switched Telephone Network, and other infrastructure servers, and maintaining a Virtual Private Network to protect client server networks. These functions include designing, implementing, and operating a comprehensive information assurance program complying with Federal, DOD, and Army policies. These functions further include reviews of the threats and vulnerabilities in the Fort Monmouth network, ensuring measures and procedures used at network nodes fully support the security integrity of the network and comply with applicable directives, reporting all system anomalies that could result in an unauthorized disclosure of or access to sensitive information through prescribed channels, and supporting investigations of local security breaches conducted by proper authorities. Information assurance functions include monitoring and maintaining a Virtual Private Network (VPN) to protect client network servers and provide secure remote access to the to the Fort Monmouth Network for discrete application/server access.

The mainframe sustainment functions include serving as the interface between the DECC-S, and CECOM Worldwide and Fort Monmouth resident activities. This interface includes coordination and implementation of Defense Information System Agency mainframe initiatives, mainframe processing, local applications processing, and output product oversight. More specific functions include on-line mainframe access control, resolving mainframe problems, providing mainframe support for local application changes, database changes, and prototype releases, performing database builds and reorganizations, implementing system change requests, performing configuration management of applications, mainframe library maintenance, implementing DISA initiatives, serving as customer/DISA liaison, determining daily output performance ratings, and administering routing and distribution of mainframe output products.

5.3.5.2 Telecommunications Division Detailed Overview

Telecommunications Division organizational chart is included as Attachment N (Telecommunications Division Organization Overview Chart).

Telecommunications Division Detail Overview

Indirect Staffing

Supervisory	2
Admin support	0

Direct Staffing

Government	14
CME	5
Total Govt.	**16**
Total CME	**5**
Total Positions	**21**

5.3.6 End User Division

5.3.6.1 End User Division Mission

The End User Division's missions are to provide customer help desk support, to include dispatching desktop hardware maintenance support, operate an Enterprise Management System, and provide general and specialized customer field support.

Help desk functions include providing receipt, resolution, and tracking of customer reported problems in all MEO mission areas, disseminating IT information of a general nature such as virus alerts, system shutdown notices, providing mainframe and mid-tier access control, and managing the Support Terminal Server Access Controller System (TSACS).

Enterprise Management System functions include domain performance monitoring and analysis, MS exchange performance monitoring and analysis, MS exchange X.400 connectivity monitoring, Defense Information Infrastructure Asset Distribution System monitoring, and CECOM LAN monitoring.

Both the Enterprise Management System and field support personnel will be responsible for upgrading and configuring desktop hardware and software and installing, maintaining anti-virus protection on desktop computers, and resolving customer trouble calls. The MEO support contractor will resolve calls related to the failure of desktop hardware. EMS services will be provided to customers through client software agents that provide remote control and software delivery capabilities. The EMS staff will utilize these capabilities to provide customers remote resolution of problems, tutorials/instruction on ADP software and hardware, and delivery of software patches and products. Field Support personnel, including the MEO support contractor for the repair of desktop hardware failures, will go to the customer site to resolve problems when help desk/EMS personnel are unable to provide the required services. The Enterprise Management System functions will include system administration of its supporting hardware and software.

Specialized Field Support functions will be provided by dedicated collocated customer support personnel for the following; the CECOM Systems Management Center HQs, Deputy Chief of Staff for Personnel, Deputy Chief of Staff for Operations, the CECOM Command Group, the CECOM Acquisition Center, and the CECOM Legal Office. Functions include information management, data calls and briefings, technology and product evaluations, IMA security, problem resolution, field support for key executives, NOS operations, support to the emergency operations center, electronic messaging, desktop computing, database management, application sustainment, mid-tier server hardware and software support, and IT equipment management.

The oversight of the ADPE maintenance contract will be performed within the End User Division.

5.3.6.2 End User Division Detail Overview

End User Division organizational chart is included as Attachment O (End User Division Organization Overview Chart).

End User Division Detail Overview

Indirect Staffing

Supervisory	2
Admin support	1

Direct Staffing

Government	32
CME	5
Total Govt.	**35**
Total CME	**5**
ADPE Maintenance Contract	**6**
Total Positions	**46**

5.4 Management Improvements

Many of the management initiatives to be implemented as part of the MEO were previously discussed in section 4.1 of this document.

To amplify, the MEO's management approach runs parallel to that of a typical Commercial Activity providing IT services to the government.

The MEO reflects several changes in terms of management support, including a decrease in the number of management layers, and redefined relationships between the layers of management. First, the MEO has a much higher ratio of workers to managers than the current organization, in accordance with guidance from human resources. Decreasing the number of managers facilitates the flow of work and information, allows more personnel to focus on accomplishing work requirements rather than on management, and reduces personnel costs, particularly in the higher grades typical of management positions.

At the top of the MEO organization is a Program Manager (PM). The PM is dual hatted in that the PM is responsible for the overall operation of the MEO and is the first line supervisor for the MEO Division Chiefs. The Program Manager is ultimately responsible for the overall operation of the MEO. Associated with his operational responsibilities, the PM is the focal point and major interface with outside organization for the resolution of problems. The PM will be responsible for the oversight of all activities in the MEO and program management decisions regarding cost, performance and schedule. Outside organizations will look to the PM to provide answers to problems and issues regarding cost, performance and scheduled related to any portion of the MEO or the MEO as an organizational entity. To aid in this assessment the PM will have automated tools, discussed in the quality section of the TPP, to assess the MEO's performance across a wide spectrum to performance parameters. Through meetings with IMA management, Fort Monmouth management officials, his division chiefs, and day-to-day interaction with the MEO workforce, the PM will be in a position to assess the performance of the organization in meeting and/or exceeding the PWS requirements. Along with his oversight responsibilities would naturally flow the ability of the PM to assess the performance of Division Chiefs. Subsequently, the PM will be the rating official for the five (5) division Chiefs.

Under the PM fall the MEO Division Chiefs. Each of these Division Chiefs is free run their division in a manner that maximizes the benefits to the organization and the ability of the MEO to provide IT services to the Fort Monmouth community as spelled out in the Performance PWS. The Division Chiefs are first line supervisors for personnel in their divisions, to include other supervisors responsible for critical mission areas within the division. They will see to it that the MEO organizational interfaces defined during the MEO workshops, and working level interfaces with outside customers, are executed and operating properly. The Division Chiefs, through the use of personnel observations and automated databases, will assess division progress and performance in relation to the overall MEO organizational objectives. Division performance will be reported to the PM. Division Chiefs are responsible for operating within cost, performance and schedule parameters defined by the PM and assessing division personnel performance based on the ability of the organization to meet these parameters.

Supervisors falling under the division structure are responsible for the management of critical MEO processes and as the first line supervisor for personnel accomplishing these critical processes. In some instances supervisors are highly technically qualified individuals and in addition to their normal supervisory duties will be called upon to perform technical tasks associated with the resolution of tasks of a pressing nature and/or requiring immediate attention.

5.5 Facilities and Equipment:

The MEO will utilize the government furnished facilities. Additional facilities will not be required. Since the facilities provided will not be under the direct control of the MEO, the MEO must rely on CECOM and Fort Monmouth to provide adequate facilities that include an environment that is conducive to proper operation of all Government Furnished Property turned over to the MEO in an as is condition. Problems which may develop with CECOM furnished facilities such as; water intrusion, loss of heating, ventilation, or air conditioning systems, and power failures which in turn impact the continued operation or reliability of IT infrastructure equipment shall not be chargeable against the MEO's ability to meet the PWS requirements. Costs to repair equipment problems resulting from the failure of CECOM to provide an adequate equipment operating environment shall not be borne by the MEO. As is inferred in the PWS, facility maintenance and janitorial services will be provided by CECOM and as such, the MEO bid does not include the cost of these services.

5.6 Baseline to MEO/RO Crosswalk

A crosswalk from the Current or Baseline Organization (to include the positions external to DCI) to the MEO as well as the RO organization was prepared. A total of 128 positions moved to the MEO and 22 moved to the RO. This includes 12 new positions of which 6 are GS-334-07 Computer Specialist Intern positions, 5 are GS-334-13 Computer Specialist positions and 1 is a GS-854-14 Computer Engineer position. The Baseline to MEO/RO Crosswalk is included in Attachment P (Baseline to MEO/RO Crosswalk).

6 In-House Quality Control Process

6.1 Methods to Ensure Quality

The MEO will empower each individual in the organization to be responsible for the products and services that they provide to their Fort Monmouth customers and make adjustments to their processes to assure that quality is maintained. The MEO will not establish a dedicated Quality Team to oversee the quality of the products and services provided to the MEO customers. It has been demonstrated in companies such as General Motors, Ford, Motorola, and Harley-Davidson that quality must be everyone's responsibility and not the responsibility of a quality group.

It should be noted that this does not mean that a MEO quality program will not exist.The MEO will implement a quality control process to ensure that the work performed by the MEO meets all of the requirements specified in the PWS.

The basis of any meaningful quality program is an effective data collection program. If a process is not measured, there is no way of determining if a process is meeting requirements, exceeding requirements or failing to meet requirements. There is also no basis to perform trend analysis to determine if the process is improving or deteriorating. Such is the case with the MEO. To assure that the products and services provided by the MEO are in compliance with the requirements of the PWS, individuals will be required to input data into three (3) databases which will be available for quality measurement purposes.

The MEO will utilize CA Unicenter to support those segments of the Command specified in the PWS. This system has a trouble ticket tracking system associated with it. This tracking system will allow the MEO management to actively track the number of trouble tickets opened, the number closed, any carryover from month-to-month, the person(s) working the ticket and the amount of time to close the ticket. With this package, MEO management can continuously track a large number of metrics specified in the PWS.

There are a number of metrics specified in the PWS, such as programming and special projects, that do not lend themselves to the collection of data using the Advanced Help Desk (AHD) tool provided by CA. For these metrics, the MEO will utilize an automated tool specially developed for the collection of information on the number of tasks completed, the time to complete, and the amount of time spent on the task.

The PWS has a number of metrics that require the collection of customer complaint data in order to prove compliance with the PWS metrics. The MEO will log all customer complaints in a central database.

With access to these three (3) databases, MEO management will be able to assess the quantity, quality, timeliness, and customer satisfaction associated with the products and services provided by the MEO. If variances from PWS metrics are noted, MEO management will be in a position to meet with the appropriate personnel to develop and implement effective corrective action plans.

The Business Management Support Division will have primary responsibility for monitoring service delivery and tracking performance of the MEO against the metrics specified in the PWS. The account managers will perform this function with the BMSD.

Information management will include components such as customer satisfaction surveys. The Business Management Support Division will survey each of the CECOM Fort Monmouth activities and Fort Monmouth resident activities on a semi-annual basis, to determine their level of satisfaction with the MEO provided services. This will be accomplished using a Web-based survey tool that has been created based on a knowledge database of customers and services provided.

The Business Management Support Division will provide analysis if the results show a decrease in customer satisfaction. The Business Management Support Division will conduct analysis of probable cause(s) and suggest corrective actions in the form of a briefing to the respective customer. Appropriate actions will be implemented to address customer concerns.

The ultimate responsibility for the quality of the products and services provided by MEO government and contractor personnel will fall on the MEO Division Chiefs and the Program Manager. If after their quality assessment a quality problem is noted, it will be their responsibility to take remedial action. If problems are detected with the level of service provided by government personnel, it will be up to these senior managers to take the appropriate action to correct the problem. If problems are noted with the quality of the products and services provided by support contract personnel, these senior managers will document them. They will be responsible to complete the QAE mission for problems involving MEO contractor personnel. Depending on the severity of the MEO support contractor deficiency, MEO management will use its discretion to either contact MEO support contractor management directly to seek immediate, implementation of corrective action associated with a quality deficiency or provide the documentation to the MEO CORs for resolution of the deficiency in consultation with the contracting officer. The MEO quality databases will be made available to the RO QAE for their use in validating the products and services provided by the MEO are in compliance with the PWS. QAE will have free access to the MEO organization on a non-interfering basis, to observe and measure ongoing processes and procedures.

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7 Residual Organization/Government-In-Nature (GIN) Requirements

7.1 RO Overview

The Residual Organization (RO) will be comprised of positions that were either exempted from the study or determined to be government in nature. The RO will carryout quality assurance functions, contract administration, resource management, and the administrative support services.

There are organizational differences in the RO for a government win and a government loss. The organizational structure for a government loss/contractor win includes the two contract administration positions that were previously included as part of the MEO organization and included in the MEO bid. Additionally, because of the expected nature of the IMA Contract and the associated management burden, five (5) additional contract administration positions have been added to the RO structure.

7.2 RO Mission and Functions

The RO will be called the Directorate for Corporate Information (DCI). The mission of the DCI is to plan, develop and coordinate the Command's information requirements and supporting information architecture; in coordination with the Deputy Chief of Staff for Command, Control, Communications and Intelligence (DCSC4I), serve as the CECOM principal advisor on matters pertaining to information mission areas (IMA) and provide overall management and quality oversight for the IMA Service Provider (SP) and contract personnel performing IMA functions.

7.3 RO Organization Charts

The Residual Organizations for both a government win and loss are shown graphically in figures 9 and 10.

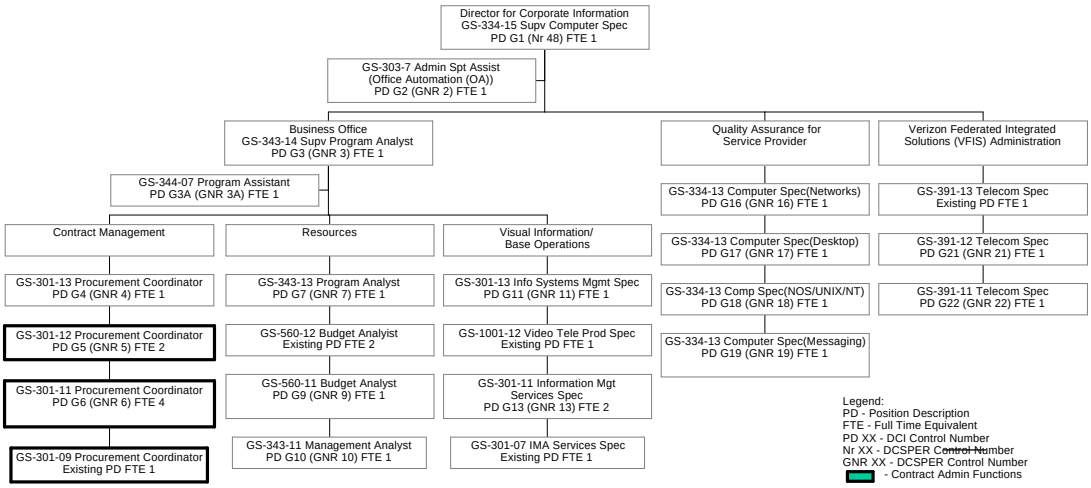

Figure 9: RO Organization Chart Government Loss

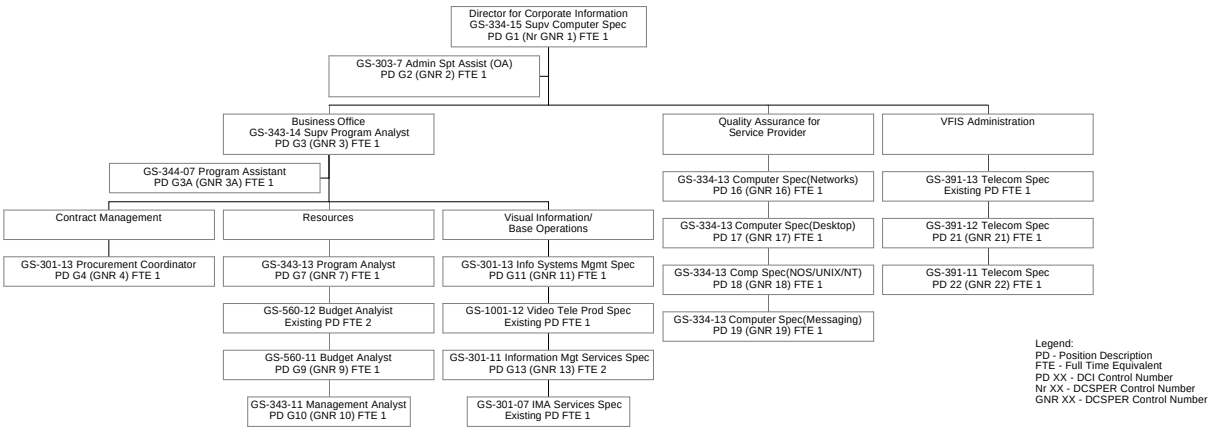

Figure 10: RO Organization Chart Government Win

7.4 RO Concept of Operations

The Residual Organization (RO) will operate to maintain those services deemed Inherently Government in Nature (GIN) to include quality oversight of the IMA products and services provided by the IMA SP, maintain contractual vehicles for IMA services (not included in the A-76) for customers not located on Fort Monmouth, maintain technical contractor officer representative oversight of services contracted out under a previous A-76, maintain contractual vehicles needed to support the IMA Service Provider (SP), and maintain a contractual vehicle for telephone services to include the maintenance of the Fort Monmouth telephone and data backbone.

GIN functions include all activities needed to certify and obligate government funds. Subsequently, the RO will maintain a cadre of staff to manage all funding actions and associated documentation. As a GIN function, the RO will be responsible for assuring the safeguard of equipment and materiel provided under the A-76 and as such the RO has the responsibility of auditing the SPs materiel control procedures and materiel provided to the SP under the A-76. Quality oversight of the SP will be accomplished as specified in the QASP by the RO's four (4) QAE. These same QAEs will act as the RO's technical advisors regarding specific SP outputs and performance in the event of a government loss. The QAEs will be the Director for Corporate Information's final approval authority for IMA operational procedures to be used by the Fort Monmouth Community. As subject matter experts in their particular field of expertise, the QAEs will provide technical evaluations of SP recommended technology upgrades. Finally, the QAEs may act as the Government's smart buyers and act as Factor Chairmen on Source Selection Evaluation Board (SSEBs).

Contracts are currently in place not only to provide IMA services to the Fort Monmouth community but these same contracts are also used by other government activities. Because of the relatively low contract costs negotiated by the CECOM Acquisition Center, activities located both on and off Fort Monmouth have and will continue to use the CECOM IMA contracts as a cost effective source of IMA products and services. TCOR and Contracting Officer Representative (COR) functions for appropriate portions of these contract vehicles will migrate to the RO. Task orders originating from organizations not covered under MEO will be evaluated and processed to the Contracting Officer by the RO. Additionally, the RO will maintain a number of contracts for products and services that will be provided to the SP as a government furnished services.

Under an A-76 conducted in the early 1980s, the government lost the competition for a number of IMA functions. As a result, the decision was made to contract out the delivery of mail on Fort Monmouth, records management, and visual information services. These services will continue to be contracted out and the existing contract monitoring function will migrate to the RO. The RO will be responsible to assure the quality of these contracted services. Additionally, by Army Regulation, the government is required to maintain a Visual Information Officer who will be part of the RO.

Finally, the Information Systems Command made the decision to compete Fort Monmouth telecommunications services with industry. The government lost the competition.. With this loss, the government contracted for telecommunications services to include: the installation and maintenance of telephone instruments, installation and maintenance of the Fort Monmouth main telephone switch, premise wiring, installation and maintenance of telephone and data communications backbone fiber and cable, installation of data backbone end equipment, and the issuing of cellular telephones, beepers, and telephone calling cards. Since the requirement is currently being met by contract, a decision was made to exclude this work from the A-76. The RO will provide TCOR and COR functions over this contract.

Personnel responsible for contract management, budget, and the technical oversight of mail delivery, records management and visual information will report to the Director through the head of the RO's Business Office. The QAE's and those personnel responsible for the technical oversight of the telecommunications contract will report directly to the Director for Corporate Information.

7.5 RO Relationship to MEO

The RO senior management will be interfacing with the MEO senior management at both regularly scheduled and ad hoc meetings. Per the requirements solicitation the Director for Corporate Information (RO) and the MEO Program Manager meet at regularly scheduled meetings to discuss contractual issues such as the completion of major projects and compliance/non-compliance issues. Additionally, there will be a need for ad hoc meetings, discussions, and message traffic to cover items of importance requiring immediate attention. These items can include critical problems/failures affecting IT services, new program requirements requiring immediate implementation, and resource issues. Additionally, RO QAE will be present in the MEO's workplace on an almost daily basis to evaluate the quality of products and services provided the MEO in accordance with the PWS and subsequent modifications. It is expected that technical discussions at the MEO/RO working level will take place to clarify issues associated with the MEO's products and services, and the need for process changes to correct deficiencies. Since the RO will be providing a number of services to the MEO, to include network maintenance, mail services, and software products and maintenance, there will be a frequent need for daily interfaces between MEO personnel and the RO TCORs or CORs. Additionally, it is expected that there will be a need to establish direct interfaces with RO contractor personnel, particularly Verizon Federated Integrated Solutions, in order to rapidly resolve technical problems associated with the Fort Monmouth backbone network.

The relationship of the RO to the MEO with respect to resource management will be similar to a government to contractor relationship. The RO will maintain government expertise and control for commitment, obligation, and disbursement of funds; budget formulation and program planning; final approval authority on manpower documentation; reconciliation with Defense Finance and Accounting Service (DFAS); and policy and procedures. The MEO will not have access to the Standard Operations & Maintenance Army Research & Development System (SOMARDS) and will not be responsible for posting financial transactions. The Executive Financial Management System (EFMS), an automated program management tool, will be used to provide the necessary program execution data for the MEO. Using information provided by the MEO, the RO will prepare and enter into EFMS an annual operating budget each fiscal year. The RO will maintain and update EFMS to reflect the most current actual program execution data for the MEO. Travel orders, training requests, awards, overtime requests, and contract actions will be initiated and approved by the MEO. The RO will process the documents, certify funds availability, and post commitments and obligations to SOMARDS. The RO will also be responsible for the final closeout of all financial transactions and will be responsible for participating in the Joint Reviews with Management Accounting, Deputy Chief of Staff for Resource Management (DCSRM).

The MEO will be responsible for the International Merchant's Purchase Authorization Card (IMPAC) card purchases for office and mission supplies. The RO will process and certify the necessary Purchase Request and Commitments (PRCs) to provide the funding for the credit card purchases. The MEO will keep the necessary files for all credit card purchases and reconcile the IMPAC card statement each month.

Proposed updates to the Command Master Plan (CMP), Program Objective Memorandum (POM), and identification of other resource requirements will be initiated by the MEO and provided to the RO for their review and approval. The RO will be the liaison with DCSRM, DCSC4I, and the Product Line Manager (PLM) for program planning and execution.

The RO will maintain the necessary manpower documentation for the MEO and will also process and monitor all personnel actions for the MEO.

The MEO Program Analyst is the liaison to the RO Budget Office. There will be a need for regularly scheduled and unscheduled meetings to discuss program planning and execution, and any other issues that may arise.

Contracts are currently in place not only to provide IMA services to the Fort Monmouth community, but are also used by other government agencies. The Contracting Officer Representative (COR) functions for these contracts are part of the RO. The MEO will be utilizing some of these contracts. The MEO will initiate task orders and forward them to the RO, who will process the task orders to the contracting officer. The MEO will be responsible for monitoring contract performance on their specific task orders, including signing of DD 250s.

7.6 Analysis of RO Tasks and Staffing

The RO tasks and staffing is included as Attachment Q (Analysis of RO Tasks and Staffing). This analysis is provided on DA Form 7197-R.

7.7 Contract Administration

The MEO has 128 government FTEs, 19 contractor man-year equivalents as well as the equivalent of 6 contractor man-years associated with the ADPE maintenance contract. This totals 153 FTEs within the MEO. In accordance with the table in OMB Circular No. A-76, Part II, Chapter 3, Table 3-1, the residual organization will rely on seven (7) positions for Administration of the IM contract should the Government lose the competition.